

CTR Task Force 2003

Report to the Washington State Legislature



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February 2004

Prepared by the Commute Trip Reduction Task Force with support from the Washington State Department of Transportation, Public Transportation and Commute Options Office, February 2004

To comment or request more information:



Phone the Public Transportation and Commute Options Office at
(360) 705-7846



Email davisb@wsdot.wa.gov



Write to the Washington State Department of Transportation,
PTCO Office, PO Box 47387, Olympia WA 98504-7387

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Department of Transportation
310 Maple Park Avenue S.E.
PO Box 47387 ♦ Olympia, WA 98507-7387
360-705-7920 ♦ Fax 360-705-6820

Judith Giniger
Department of Transportation

Patrick Babineau
Department of Community, Trade and
Economic Development

Ed Bass
EDS

Stu Clark
Department of Ecology

Joan Cullen
Department of General Administration

John Davis
Snohomish County

Cody Dorn
Fluke Corporation

Agnes Govern
Sound Transit

Susan Graham
Citizen Representative

Jesse Hamashima
Pierce County

Hal Hart
Whatcom County

Richard Hayes
Kitsap Transit

John Hendricks
The Boeing Company

Ted Horobiowski
Avista Corporation

Peter Hurley
Citizen Representative

Jemae Hoffman
City of Seattle

Rick Pusateri
SAFECO

Bill Roach
King County Department of
Transportation

Irving Zakheim
Zak Designs

December 1, 2003

To: Washington State Legislature
From: Judith Giniger, Chair
Commute Trip Reduction Task Force

Subject: 2003 CTR Report to the Washington State Legislature

It is my great pleasure to submit the Commute Trip Reduction (CTR) Task Force's 2003 legislative report. This is the fourth report submitted by the CTR Task Force, and it describes the impacts to date of the CTR Law, RCW 70.94.521-551.

The CTR Law established the twenty-eight-member Task Force to oversee implementation and evaluation of the program. Membership on the Task Force continues to be broad-based with representation of citizens, major employers, transit agencies, cities and counties, and state agencies. The diverse interests represented on the Task Force ensure that the findings and recommendations contained in the report reflect the unique perspectives of the many partners who contribute to the success of the CTR Program.

The CTR Program has measured significant reductions in drive-alone commuting to CTR worksites. The Task Force recognizes that there are numerous reasons why commuters choose to get out of their single-occupancy vehicles and ride in vanpools, carpools, and buses, and that it is difficult to isolate the role of CTR in these changes. The current report describes the program's effects as accurately as is currently possible. During the next two years the Task Force will refine its measurement of CTR's role in influencing employee choices.

The Task Force concludes that CTR continues to create cost-effective transportation capacity while improving the environment. Employers and local jurisdictions continue to invest in the program. However, the changing scope of the program has placed pressure on the limited funds allocated for implementation.

Because of the program's success, the Task Force recommends that the state continue to invest in CTR and provide additional funding to address the expanded scope of the program. In addition, recent state investments in performance grants and vanpooling could be strengthened by making funding for these programs more flexible. The Task Force suggests integrating trip reduction into broader transportation policy decisions in order to improve the effectiveness of public investments in transportation.

Over the next two years, the Task Force will continue to work with employers, governments, and other interested parties to increase the effectiveness of the CTR Program. The Task Force will deliver its final report on the future of the program to the Legislature on December 1, 2005.

If you have any questions about the information contained in this report, please contact me at (360) 705-7920.

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Executive Summary

The Washington State Legislature passed the Commute Trip Reduction (CTR) Law in 1991 with the goals of reducing traffic congestion, air pollution, and petroleum consumption. The following 2003 biennial report contains the CTR Task Force's conclusions and recommendations on the CTR Program's status and performance.

What has the Task Force concluded?

Washington State commuters are increasing their use of alternatives to driving alone. A number of factors influence individual choices in commuting, including the CTR Program. However, the significantly higher use of commute alternatives at CTR worksites compared with other worksites in the same areas makes it clear the CTR Program is working.

Washington State has a success story to tell—and CTR plays a big role in it

In Washington State, in the decade from 1990 to 2000, the percentage of people who drive alone to work decreased slightly from 73.9 percent to 73.3 percent. This is important because greater burdens are placed on our highway system when people drive alone to work than when they ride in buses, vans, and carpools, or use other modes. Reducing the rate at which people drive alone helps us make more efficient use of our roads and highways. This change offsets, to a degree, the pressures to add highway capacity because of population and economic growth.



Washington has the largest publicly-owned vanpool fleet in the country, comprised of more than 1,500 vans statewide.

Our state's decreasing drive-alone rate has bucked a national trend.

Washington and Oregon were the only states where the percentage of people driving alone to work decreased between 1990 and 2000. For all other states, the average rate for drive-alone commuting increased during the decade. On average, the rate for drive-alone commuting in the country increased 3.4 percent during the decade.

The drive-alone rate decreased even more at CTR worksites.

The drive-alone rate at worksites in the CTR Program since 1993 decreased even more than the state average. There are 525 sites that have participated in the CTR Program since it began in 1993.¹ The drive-alone rate at these sites dropped from 69.7 percent in 1993 to 62.8 percent in 2003. This is a larger drop than for the state as a whole and is also larger than the drop the Census found from surveying the eight counties in which CTR began operation in 1993.² Figure E-1 compares the trends in drive-alone commuting.

Focus groups found support for investments in both roads and transit

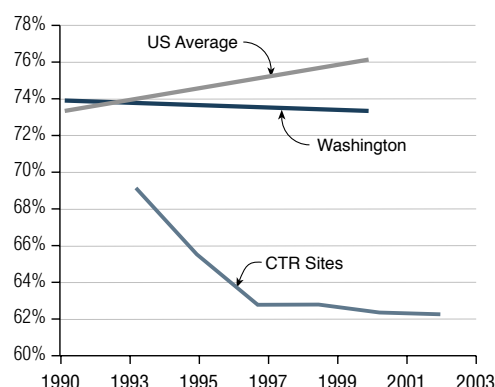
"I would put more money toward encouraging people to carpool and encouraging people to use the public transit system before we add lanes. We keep widening these roads and adding lanes and we still see them full of people driving alone. If someone had a bigger picture and tried to change behavior that would be a smarter way to spend money."

—Kirkland woman participating in WSDOT focus groups on transportation issues and attitudes, September 2003

¹ About 320,000 people work at the 525 sites that have been in the program since 1993. Having consistent data for these sites makes it possible to evaluate changes in the drive-alone rate. Nearly 236,000 people work at another 562 sites that began participating in CTR after 1993. For more information

about measurement and impacts, refer to Chapter 1 and Appendix C.

² During the decade, the Census found that the drive-alone commute rate decreased from 74.0 percent to 72.8 percent in the original eight counties that began participating in CTR in 1993.

Figure E-1 Trends in drive-alone commuting 1990–2003**What's the result? Freed-up capacity.**

Employees commuting to all CTR worksites statewide made nearly 19,000 fewer vehicle trips each weekday morn-

ing in 2003 than they did when those worksites entered the program. Equally important as the number of trips reduced is that many of these trips would otherwise have passed through the state's major traffic choke-points. Travel delay is reduced by the absence of these cars on the most congested roadways at peak periods.

What is behind the lower drive-alone rate and reduced numbers of trips?

Clearly, many people in Washington State are changing the way they get to work, especially at CTR worksites. Why? More options for commuting are increasingly available in some areas. People are more aware of their options, have better access to them—and may receive benefits for changing their commute habits.

Specifically, transit services have improved in some parts of the state, as transit agencies have developed many new products

and services to meet the diverse needs of commuters. As an example, the number of vanpools in the Puget Sound area increased 87 percent between 1993 and 2003. In the Puget Sound area, 1,350 vans are in operation.³ Of these, 85 percent take employees to sites participating in CTR.

People can find more and better information available online and by phone about transit, ferry, and train schedules and the traveling conditions on their routes. At worksites participating in CTR, employees can get information, encouragement, and help resolving commuting problems from Employee Transportation Coordinators. In addition, CTR employers often provide incentives to reward employees who do not drive alone to work.

Employers continue to invest in the program

During the state fiscal year 2002, employers contributed \$36 million to encourage their employees to change their commute patterns. This is an investment of more than \$13 for every dollar the State invested in CTR, a 5 percent increase compared to 2000.⁴ Employers say that they have continued to increase their investment because the program makes good business sense and because the statewide CTR Program provides technical assistance and tools.⁵



The use of commute options is as much about service as it is about infrastructure. Employer Transportation Representatives and jurisdiction staff work together to educate employees, find options for them, and solve problems.

³This number includes VanShare vehicles. VanShare vehicles are used as connectors between public transportation and employment sites. In November 2003, 57 VanShare vehicles were in operation in the Puget Sound region.

⁴Data on employer investments was collected in 2002 to reflect expenditures for state fiscal year 2002. The 13:1 ratio does not reflect new state investments beginning July 1, 2003, which have not had time to take effect.

⁵*Listening to the Customer: WSDOT Report on Interviews with CTR Employers, 2001, and Impact of Changes in Support on Employer Participation in the CTR Program*, report on phone interviews conducted for CTR Task Force, February 2003.

The program's scope has changed, creating a need for additional funding

In 2003, Benton County joined the CTR Program as the tenth county. No additional funding was appropriated, so this change required that funding be stretched to ten counties instead of nine, making it difficult to sustain the county-level activities that have made the program a success. In addition, since 1991 when the CTR Program was created, the number of participating worksites has increased 33 percent.

Recent investments will increase program effectiveness

The 2003 Legislature authorized two new programs that will increase the effectiveness of the CTR Program over the next few years. The Legislature provided \$4 million for the biennium to expand vanpooling in the state and \$1.5 million for the biennium to implement an innovative performance-based grant program. Both programs are to be developed by state staff supporting CTR. No additional staffing was provided.

In addition, the Legislature responded to requests from the employer community and restored the tax credit, allocating \$4.5 million for employers who provide incentives to their employees. The tax credit program began on July 1, 2003, and as of January 23, 211 employers have made claims for \$2.1 million in tax credits.

The Task Force has an ambitious work plan leading up to its sunset date

The CTR Law dissolves the CTR Task Force on July 1, 2006.⁶ Over the next two years, the members of the Task Force will

examine a number of issues related to reducing vehicle trips in preparation for the last report to the Legislature that is due in December 2005.

Scope and structure of CTR

As part of its work plan for 2004–2005, the Task Force will consider the following issues concerning the scope and structure of the program:

- Should CTR be constrained by political boundaries, or should the program be organized in other ways, for example, in terms of corridors or planning regions?
- Should CTR include office parks, other concentrations of employment, smaller worksites, or schools?
- Should CTR expand its focus beyond commuting travel?
- Should the program's current focus, on morning commute trips made by full-time, year-round employees, be changed?
- How can the consistency between CTR, local parking policies, the state's Growth Management Act, and other land use policies best be improved?
- What additional methods or approaches should be used to evaluate progress and effectiveness in reducing employee commute vehicle trips?



For most of the state, carpooling is still the most widely used option to driving alone.

National award for the CTR Program

In 2002, the U.S. Department of Transportation commended WSDOT and ten other public and private sector organizations for expanding transportation choices for commuters. WSDOT, the only state department of transportation recognized, received the award for the CTR Program.

Mary Peters, Federal Highway Administration Administrator, said of the award, "By improving the choices available for commuters to get to work, these pioneer agencies are playing an important role in reducing the overall impact of congestion and protecting the environment."

⁶The statute creating the CTR Task Force, RCW 70.94.537, includes a provision dissolving the Task Force on July 1, 2006.

Administration and governance

As part of its work plan for 2004–2005, the Task Force will consider the following issues concerning the administration and governance of the program:

- Should the CTR Task Force continue past 2006, and if so, should it maintain the same structure, role, and responsibilities?
- Should the structure of the CTR Program be changed, and if so, how?

Funding

As part of its work plan for 2004–2005, the Task Force will consider the following issues concerning the funding of the program:

- If CTR continues beyond 2006, how should the program be funded, and at what level?
- Should funding for local CTR Programs be based more on performance than it is now?

What does the Task Force recommend for the next two years?

To continue the successes of the CTR Program during the extensive review planned for the next two years, the Task Force recommends that the Legislature:

1. Continue the CTR Program for the next two years.
2. Provide additional funding to ensure a continuation of the level of service that has made the program successful.
3. Improve the performance grant program by eliminating the annual spending limits.
4. Improve the vanpool grants program by eliminating the requirement for capital expenditures and allowing all investments that add new vans and riders.
5. Include and fund strategies for managing transportation demand as part of all major transportation projects.

1. The Performance of the CTR Program

The Commute Trip Reduction (CTR) Program was created by the 1991 Legislature to reduce the economic and environmental degradation caused by the increasing number of commute trips made by employees in Washington State. To accomplish this, the CTR Program works with employers to encourage employees to commute without driving alone every day. The program also encourages transportation service providers to expand the opportunities available to employees for commuting in ways other than driving alone.

The results of these efforts are demonstrated in the daily choices made by over 556,000 employees at worksites participating in CTR. Washington State commuters are increasing their use of alternatives to driving alone. A number of factors influence individual choices in commuting, including the CTR Program. However, the significantly higher use of commute alternatives at CTR worksites compared with other worksites in the same areas makes it clear the CTR Program is working.

This chapter describes the evaluation process for the CTR Program, including background issues that complicate measurement, and then describes the impacts of the program. For more information about measurement, see Appendix C.⁷ For more information about performance, see Chapter 3 summarizing the county-level programs and Appendix B presenting the county-level programs in more detail.

How is the performance of the CTR Program measured?

Approximately 556,000 employees work for roughly 718 employers at 1,087 worksites participating in CTR.⁸ Of the worksites in the program, 96 sites participate

voluntarily. CTR worksites account for just under 26 percent of employment in the nine counties where CTR operates.

Worksites participating in the CTR Program conduct surveys in alternate years, asking all of their employees to respond to a series of questions about



Between 2001 and 2003, bus ridership at CTR worksites in King County increased nearly 2 percent.

their commute choices. Results for each worksite are compared to a baseline survey conducted the year that the worksite entered the program.

Background issues affecting program measurement

The CTR Program experiences significant turnover among participating worksites. Of the 1,087 worksites implementing CTR today, only 48 percent began the program in 1993. This year, due to the economic downturn, a number of long-time CTR worksites with effective programs were closed or moved. At the same time, many

Focus groups found support for investments in changing behavior

“Because the Seattle-Tacoma area is so congested, I think they need to swap over and put all of their money into mass transit and make it workable. Whatever that takes, education, more buses ... because the way to solve it is to get people off the road, whatever it takes.”

—Tacoma woman participating in WSDOT focus groups on transportation issues and attitudes, September 2003

⁷In addition, supporting documents that discuss measurement issues will be available online at www.wsdot.wa.gov/tadm.

⁸This compares to about 564,000 employees working for 770 employers at 1,117 worksites participating in 2001.

Employees at CTR worksites in Puget Sound remove 13,480 trips each workday morning and reduce delay for travelers in the region

Employees commuting to CTR worksites in the Puget Sound region made 13,480 fewer vehicle trips each weekday morning in 2003 than they did when those worksites entered the program. If these trips were added to the morning peak period, overall morning delay per vehicle traveling in the region would increase by 6.3 percent, or 719,000 hours per year.

Employees at CTR worksites in Puget Sound reduce the miles they travel for commuting

The Puget Sound Regional Council estimates the vehicle miles traveled, or VMT, for the morning commute in the Puget Sound Region at 3.7 billion annually. The Puget Sound Regional Council also estimates that employees commuting to CTR worksites in the four counties reduced VMT by nearly 62.4 million miles.

new worksites that began participating in CTR have not yet had time to develop and implement effective programs, or have not yet been in the CTR Program long enough to conduct the two surveys necessary for measuring impacts. In addition, due to the war in Iraq, several large military sites did not survey because so many of their staff had been transferred to Iraq.⁹

As a result, when looking at all of the sites participating in the CTR Program, it is much more difficult than in past years to compare impacts of the current survey cycle with impacts measured in earlier ones.

Looking at program impacts versus trends

Based on the surveys conducted at worksites, the CTR Task Force measures the performance of the CTR Program according to:

- Program impacts, based on changes in travel behavior at all worksites that have participated in the program.
- Trends at the 525 worksites that began participating in the program in 1993 and that have continued to participate.

Because of the turnover of worksites described above, the results of employee choices at all CTR sites should be used only to consider the impacts of the program today, that is, to produce a snapshot of the program.

To make year-to-year comparisons and evaluate trends, it's necessary to look at worksites with consistent data. The 525 worksites that began CTR in 1993 have a consistent baseline, making it possible to track changes in employee commute choices from this baseline over the decade.

Program impacts based on all worksites participating in CTR

Numbers of vehicle trips removed and vehicle miles traveled are based on work-site surveys in alternate years. Estimates of the program's impacts on fuel consumption and air pollution are calculated on the changes in the number of commute trips and vehicle miles traveled for all CTR worksites statewide. For Puget Sound, we are also able to calculate impacts on delay from adding the reduced commute vehicle trips back into the computer model of the transportation system.¹⁰

Employees at CTR worksites statewide remove nearly 19,000 trips each workday morning

Employees commuting to all CTR worksites statewide made nearly 19,000 fewer vehicle trips each weekday morning in 2003 than were made when those worksites entered the program.

Employees at CTR worksites statewide reduce the miles they travel for commuting

Employees commuting to CTR worksites statewide accounted for just over 2.6 billion vehicle miles traveled, or VMT, in 2003. In the absence of CTR, miles driven would have been 4.5 percent higher—an estimated difference of 123 million miles in 2003. (In comparison, the Washington State Department of Transportation estimated the total state VMT at 54.8 billion annually in 2002.)

⁹In evaluating the program, no attempt is made to estimate data for sites that have not yet surveyed. Of the sites that surveyed in 2001, 191 are not included in the 2003 survey cycle. These sites reduced more than 4,400 vehicle trips in 2001, trips that are not included in the 2003 evaluation. In particular, two military sites that have not surveyed in 2003 accounted for 2,600 reduced vehicle trips in 2001 or nearly 15 percent of that year's total reduction.

¹⁰Impacts on delay were modeled by Puget Sound Regional Council.

Employees at CTR worksites statewide reduce petroleum consumption

The absence of nearly 19,000 vehicles on our roads each workday morning reduced petroleum use in Washington State by six million gallons in 2003. The 2003 fuel reduction represents an estimated savings of \$10 million for employees commuting to CTR worksites, based on a cost of \$1.67 per gallon.¹¹

Employees at CTR worksites statewide help improve air quality

The Environmental Protection Agency regulates certain pollutants, called criteria pollutants, as part of its standards for air quality. Criteria pollutants include carbon monoxide, oxides of nitrogen, and volatile organic compounds as well as others. By reducing the miles driven, employees at CTR worksites reduced emissions of these three criteria pollutants by 4,800 tons in 2003.¹²

These reductions represent less than one percent of overall emissions in Washington State. However, the three criteria pollutants contribute to carbon monoxide and to ozone pollution levels that are of particular concern in our state. Carbon monoxide and ozone pollution problems are predominantly related to automobile use.

Changes in commute behavior reduced emissions of carbon dioxide, the primary greenhouse gas, by 50,200 tons in 2003. The program also reduced emissions of methane and nitrous oxide, other greenhouse gases, in amounts equivalent to reducing carbon dioxide emissions by another 25,100 tons.

Trends at worksites participating since 1993

Following a consistent set of worksites over time allows for comparisons between measurement cycles and helps establish whether the CTR Program has sustained growth. There are 525 sites that have been in the program since 1993; at these sites, changes in the drive-alone rate can be measured accurately.

Changes in the choices employees make in their mode of travel for commuting are measured from the year the employer began the program—1993 for these sites—through the 2003 measurement survey. Census data is used to show trends in commuting choices by employees at worksites not participating in CTR.

Compared to 1993, the use of all commute options to driving alone, including carpooling, has increased.



State Health Officer Dr. Maxine Hayes (right) has commuted in a van from Renton to Olympia for several years. Other members of this successful vanpool include Amira El-Bastawissi, epidemiologist, and Ethan Moseng, a manager at the Washington State Department of Health.

Photo provided by Kate Lynch, Washington State Department of Health

Washington's success story

Washington is one of only two states to see a decrease in the rate at which people drive alone to work. For the nation, the rate of drive-alone commuting increased 3.4% between 1990 and 2000 to 75.7% in 2000. In some states the increases were even greater. In the state of Maryland, the rate of drive-alone commuting increased by 5.6% during the 1990s, to 73.7% in 2000.

¹¹This calculation is based on a cost of \$1.67 per gallon which is near the low end of the range of \$1.60–2.00 reported by the American Automobile Association, "Daily Fuel Gauge Report" at <http://www.fuelgaugereport.com/Waavg.asp>. In addition, based on Texas Transportation Institute (TTI) methodology, CTR-related reductions in delay saved an additional \$5.8 million in fuel costs due to less stop-and-go traffic. For more information on the use of TTI methodology, refer to Appendix C.

¹²Estimates of emissions were calculated by the Washington State Department of Ecology.

Table 1-1 Change in commute choices at the original 525 worksites, 1993–2003*In percentages*

Drove Alone	Carpool	Bus	CWW ^a	Walk	Van	Bike	Other ^b	Telework ^c	Train ^d
-9.9	7.4	28.7	45.7	6.0	99.5	16.9	-12.6	731.1	N/A

^aCompressed work week.^bOn the worksite surveys, "other" is a category for people whose commute option is not listed. Responses include people who rollerblade or kayak to work.^cWorking from home or a location closer to home than the primary worksite.^dThe train was not available in 1993.

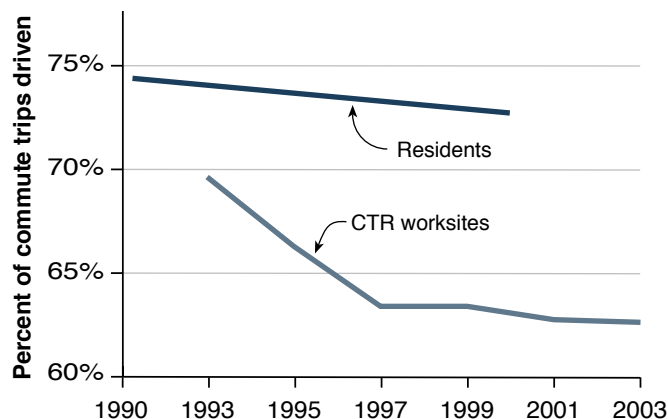
The drive-alone rate is lower at CTR worksites

For the 525 worksites in eight counties participating in the CTR Program for its full ten years, the rate at which employees drive alone to work has dropped from 69.3 percent to 62.8 percent. This compares to the reduction from 74 percent to 72.8 percent that the 2000 Census found for residents of the eight counties.¹³ (Figure 1-1 compares the two trends.) The statewide drive-alone rate has also decreased: as reported by the Census Bureau, the rate of people driving alone to work in Washington State decreased from 73.9 percent in 1990 to 73.3 percent in 2000.

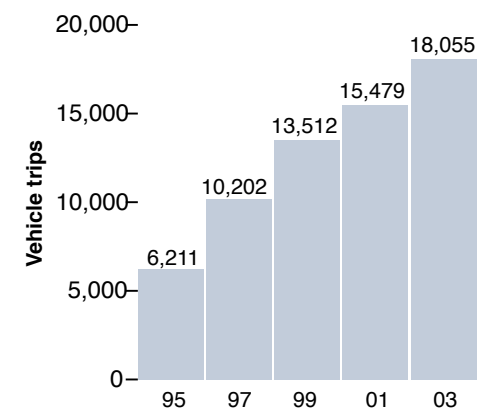
Because more roadway is needed to move people when they drive alone to work, reducing the drive-alone rate reduces congestion and offsets, to a degree, the pressures to add highway capacity because of population and economic growth.

Choosing higher-occupancy modes of travel reduces vehicle trips

At worksites participating in the CTR Program since 1993, employees have made fewer vehicle trips to the sites each year (that is, the number of commute trips reduced has continued to increase, as seen in Figure 1-2). Yet the drive-alone rate at the worksites has remained relatively constant. The explanation is that people using

Figure 1-1 Comparing the drive-alone rate in eight original counties—CTR sites and census

This graph compares reductions in the drive-alone commuting rates within the eight counties that began participating in CTR in 1993. The 2000 Census data is for residents of the eight counties. The CTR data applies to the 525 worksites that have participated continuously since 1993.

Figure 1-2 Vehicle trips reduced by sites that entered CTR in 1993

¹³In 1993, eight counties participated in CTR. Whatcom County joined in 1997. To see changes in Whatcom, refer to the county profiles in Chapter 2. Benton County officials are in communication with WSDOT on plans for implementing the program. The population of Benton County exceeded the CTR threshold of 150,000 in 2003.

one option to driving alone are switching to an even more efficient commute. For instance, the rate at which employees chose to carpool has decreased substantially since 2001 (6 percent), but the decline was offset by a nearly equivalent increase in transit ridership. Since switching from carpooling to bus riding increases the average occupancy of the vehicles, the effect is to reduce the number of commute vehicle trips made to CTR sites.

Use of alternatives to driving alone increased since 1993

Commute choices vary by county and reflect the relative availability, convenience, or safety of various options, and the preferences of employers and employees. The preferred mode of travel to work at sites participating in the CTR Program since 1993 continues to be driving alone, though use of drive-alone commuting dropped nearly 10 percent between 1993 and 2003. Compared to 1993, the use of all alternatives to driving alone, including carpooling, has increased.

Use of alternatives to driving alone increased 2001–2003

At the 525 worksites participating in CTR since 1993, employees are commuting more frequently using alternatives to driving alone—with the exception of carpooling and walking—in 2003 than in 2001. The percentage of change in the use of each option 2001–2003 is shown in Table 1-2.

Carpool use is decreasing

Figure 1-3 (see the following page) shows that carpooling has been declining since 1997; that trend continued between 2001

and 2003. At the original 525 sites, use of carpooling decreased 6 percent since 2001. Despite this decrease, carpooling remains the most common choice for commuting after driving alone.

The general trend of reduced carpooling since 1997 is consistent in six of the eight original CTR counties. Clark and Kitsap Counties are the exceptions. In Clark County, employee carpooling to CTR sites increased 7.7 percent between 2001 and 2003. At 9.6 percent of the commute trips to CTR sites, carpooling in Clark County is the highest it has ever been in the ten-year history of the program. Between 2001 and 2003, carpooling in Kitsap County increased 12 percent to return it close to its peak of 22.2 percent. Carpooling at the sites in King County decreased 7 percent since 2001 and is now at a level similar to when the CTR Program began in 1993.

Bus ridership is up

Since 2001, bus ridership increased significantly at the 525 worksites that have been participating in CTR since 1993, nearly offsetting the decline in carpooling. The increase in bus ridership was greatest in Kitsap County (see sidebar) where the use of transit went from 6.7 percent in 2001 to 13.1 percent in 2003.

Kitsap County, a national model

Employees in the CTR Program in Kitsap County have made major changes in the ways they commute to work since 2001, nearly doubling their rate of transit use, increasing carpooling by 12%, increasing walking by 18%, and taking advantage of compressed workweek schedules to avoid 63% more commuting days than they did in 2001.

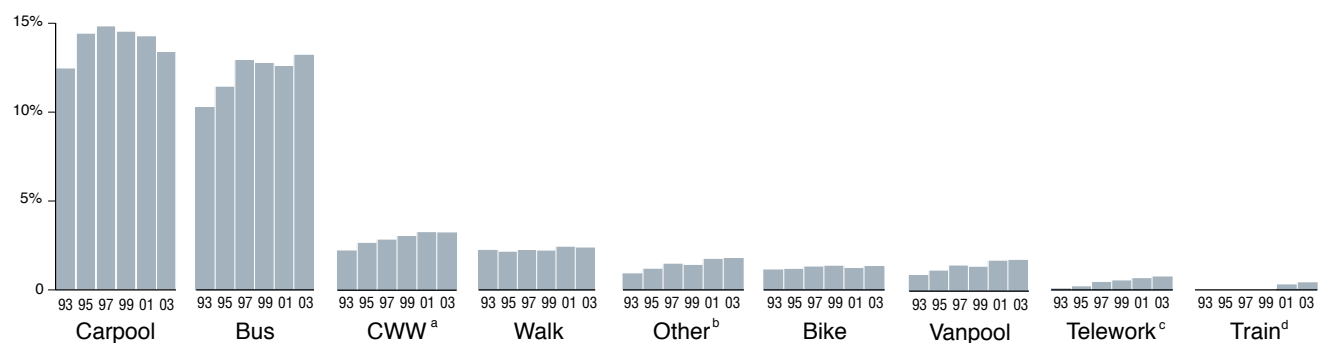
The U.S. Navy and its contractors account for a dominant share of employment at the CTR sites in Kitsap County, and the Navy's Puget Sound Naval Shipyard has led the way in changing commuting. Partly because of security concerns, the Shipyard has eliminated all parking at the shipyard for private vehicles. It cooperates with the Naval Station Bremerton to make priority parking available for carpools and vanpools registered with Kitsap Transit. Combined with a general shortage of space for parking, this priority for ridesharing vehicles shifts single-occupant drivers to other modes and drive-alone vehicles to satellite lots, from which employees shuttle to the shipyard.

To help employees adapt to these changes, the Shipyard and Kitsap Transit cooperated to create an effective system to provide federally-authorized transit vouchers to Naval employees. These vouchers provide federal employees up to \$100 per month for transit or vanpool costs. The federal program was available nationwide but efforts to make it work were pioneered in Kitsap County. The process developed in Kitsap County is now a national model.

Table 1-2 How employees commuted to the original 525 worksites in 2001 and 2003
In percentages

	Employees Surveyed	Drove Alone	Carpool	Bus	CWW ^a	Walk	Van	Bike	Other ^b	Telework ^c	Train
2001	306,000	62.9	14.2	12.5	3.2	2.4	1.7	1.2	1.0	0.7	0.2
2003	320,000	62.8	13.4	13.1	3.2	2.3	1.7	1.3	1.0	0.8	0.4

^{a,b,c} See notes to Table 1-1.

Figure 1-3 Commute choices (other than driving alone)*made by the employees at the original 525 worksites*

a,b,c,d See notes to Table 1-1.

Employees commuting to sites in King County also chose the bus more frequently. Between 2001 and 2003, bus ridership to CTR sites in King County increased nearly 2 percent. This is a significant change as ridership for the entire King County Metro System decreased 3.3 percent between 2001 and 2002.¹⁴

Compressed workweeks—use is small but important

Compressed workweeks represent a small portion of the overall use of alternatives to driving alone and the use of compressed workweeks has not changed since 2001.

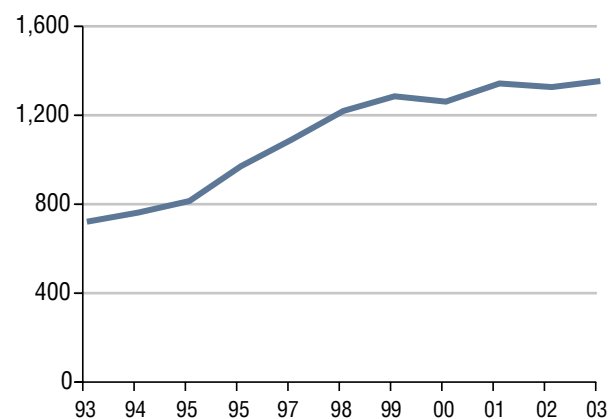
However, compressed workweeks are important because employees that change their work schedule to reduce the number of days they commute are directly eliminating a commute vehicle trip. For many worksites in rural areas, the primary CTR opportunity provided to employees is the use of a compressed workweek. In Yakima County, employee use of compressed workweeks is high, 5.2 percent of commute trips, and increased nearly 17 percent between 2001 and 2003.

Walking to work—less common since 2001

The rate that employees chose to walk to work at CTR sites decreased slightly since 2001. However, employees in Kitsap County have chosen to walk more frequently in the last two years. Kitsap County employees increased the rate they walk to work by nearly 20 percent.

Vanpooling growth continues in the Puget Sound region

Vanpool commuting, while representing only 1.7 percent of commute trips, has grown significantly in the Puget Sound area since 1993, as seen in Figure 1-4.

Figure 1-4 Puget Sound region vanpool trends*1993–2003**

*The numbers for 2001–2003 include VanShare, the vans providing a connecting service at Sounder stations, ferry terminals, and park and ride lots.

¹⁴King County Metro System provides both commute and non-commute services; the decrease in ridership 2001–2002 was for the entire system.

The growth trend leveled off between 2001 and 2003. However, CTR sites in all Puget Sound counties except Pierce County saw increases in vanpooling. Employees commuting to worksites in Kitsap County choose vanpooling (3.6 percent) at a rate nearly double the eight-county average.

For Puget Sound region vanpooling, employees at CTR worksites constitute the most significant group of users. Nearly 85 percent of the 1,350 vanpools in the Puget Sound region bring employees to CTR sites. The number of vanpools in the Puget Sound area increased 87 percent between 1993 and 2003. This dramatic growth in vanpooling parallels implementation of CTR.

Bicycling use increased slightly

Employees cycling to work make up only 1.3 percent of commute trips to the original 525 sites. Since 2001, the rate increased slightly and is now near the ten-year high. Bicycling to work is most common in

King County. Employees choose bicycling for 1.7 percent of their commute trips in the county. This is up 13.6 percent since 2001 but is not significantly different than the rate in 1993.

Teleworking growth continues

The use of telework at the original 525 CTR sites has grown consistently since the program began. This growth has continued since 2001. The most significant growth in teleworking between 2001 and 2003 occurred in Clark County where teleworking more than doubled to 1.3 percent of trips.

Train use is up slightly

While use of the train is up, it constitutes only 0.4 percent of commute trips at CTR sites. Employees commuting to CTR worksites accounted for roughly half of the ridership on the Sounder commuter rail service in the central Puget Sound region since 2001.

Teleworking works for Davis Wright Tremaine, LLP

“Telework results in more work being accomplished. It can raise productivity levels by allowing staff more control over interruptions, eliminating or decreasing commute time, increasing job satisfaction, and providing the opportunity to focus on in-depth reading, writing, and analysis.”

—Brad Diggs,
Managing Partner



Cycling currently represents a small share of overall commuting in Washington State. However, counties that are investing in cycling infrastructure are seeing increases in the numbers of people cycling to work.

2. How the Program Works at the County Level

This chapter briefly describes the funding and performance of the Commute Trip Reduction (CTR) Program at the county level. Each county's program is summarized, including opportunities to improve performance. For information about the services the counties provide to employers and more detailed information about performance at the county level, see Appendix B.

The performance of the program varies across the state

CTR functions most effectively where there are good options to driving alone. In addition, participation tends to be higher where congestion is most pronounced, commute trips are longer, and parking is less available or more expensive. Conditions vary in urban, suburban, and rural areas. As a result, counties participating in CTR develop their programs with different methods, resources, and levels of rigor.

Since the program began in 1993, a great deal of turnover has occurred in the participating worksites due to market fluctuations, changing economic conditions, and business relocations. Currently, there are 1,087 affected worksites, an increase of about 33 percent from the program's inception.

Performance charts included with each county summary show only those worksites that have been in the program since 1993. Because the sites have a consistent base point for comparisons, this approach provides an accurate assessment of changes in the drive-alone rate. This approach also shows the effects of sustaining a program over time.



People are changing the way they get to work in Washington State—and a major reason is that communities have made significant new investments in transit service.

Clark County

There are 51 worksites in Clark County that are required to participate in CTR. There are 22 sites that have been participating since 1993 and for which we have complete data. Currently, the CTR Program doesn't address congestion created by the 60,000 people (one-third of the county's workforce) who commute to employers in Oregon each morning.

Performance

Over the past decade, Clark County has been very successful in its economic development efforts. This has led to increased employment as well as increased traffic congestion. As the county's transportation challenges have become more apparent, local officials have begun emphasizing the benefits of the CTR Program.

Performance has improved since the county hired a full-time CTR administrator in the fall of 2000 to support the worksites. As a result, performance has improved significantly, especially for the 22 sites that have been in the program

Sweet deal at DSHS

New ideas and participation in local campaigns have really boosted ridesharing for the Department of Social and Health Services (DSHS) in Clark County. High-occupancy vehicle parking has been made available as well as a Guaranteed Ride Home program. Recently, the agency participated in "Ridesharing is Sweet," a bi-state effort to improve carpool matching in the Salem/Portland, Oregon/Southwest Washington region. DSHS had the most participants in the region.

since 1993. CTR performance is constrained by reductions in transit service following the loss of the Motor Vehicle Excise Tax in 1999–2000.

Table 2-1 shows the performance of the worksites that have been in Clark County's program since 1993.¹⁵

Table 2-1 CTR performance in Clark County
22 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	85.8	–	–
1995	83.7	226	1.3
1997	80.2	596	3.2
1999	80.6	487	2.7
2001	81.1	487	2.7
2003	76.2	1,206	6.2

*VMT refers to vehicle miles traveled.

In 2003, employees at Clark County worksites participating in the CTR Program since 1993 made 1,206 fewer vehicle trips each weekday morning and eliminated 6.2 million miles of vehicle travel annually.

Funding

The Clark County program consists of one full-time position plus another one-quarter position to assist in program management, both at C-TRAN, the local transit agency. State funds support approximately 0.8 of the full-time position, with local funds used to support the balance of the full-time position as well as the one-quarter position. For July 1, 2002–June 30, 2003, the county received \$80,000 in state funding to support worksites, with another \$11,867 allocated based on past performance. Local funding amounted to just under \$63,000 for 2001–2002.

Improvement opportunities

Clark County and the cities of Vancouver, Camas, and Washougal are recognizing the benefits of CTR. Increasing the local support through cultural changes, promotion, and better enforcement mechanisms will improve performance. In addition, better education and support for private employers will translate into more trip reduction.

Stable funding is critical to improving the program in Clark County. Uncertain funding undermines management confidence in the program in both the public and private sectors; it also makes planning difficult.

King County

King County is comprised of 20 jurisdictions required to participate in CTR and a total of 596 participating worksites. More than 100 CTR worksites are located in central business districts with limited and/or expensive parking and excellent transit service while over 200 suburban sites have ample, free parking and little or no transit service.

Performance

At the 259 King County worksites participating since 1993, the drive-alone rate has dropped by nearly 10 percent since 1993. The county leads the state in the percentage of transit and carpooling trips. The county's bus share has been increasing, especially for worksites in Seattle and in Bellevue, despite the recent economic downturn.

Recent economic trends have constrained the ability to change commute habits in King County. Many parts of the county have experienced an increase in commercial building vacancy rates, resulting in lower employment densities that make it more difficult to form carpools and vanpools. Lower vacancy rates also translate into more and cheaper parking for remaining tenants. Following layoffs, remaining employees are often asked to take on more work: this results in longer and more variable work hours, encouraging employees to commute alone to work.

Safeco's role in transportation

Safeco continues to play a critical role in helping solve regional transportation issues. In 2003, the company implemented a parking cash-out program, rewarding solo drivers who give up their parking permits with a cash incentive, a free FlexPass, discounted parking for occasional use, and a guaranteed ride home in case of emergency. The new program removed more than 25,000 commute trips from the road in one year.

¹⁵Worksites participating in CTR since 1993 produce most of the trip reduction in each county. For more detailed information on CTR performance at the county level, see Appendix B. For a discussion of strategies for measuring CTR performance, refer to Chapter 1 of this report and to supporting documents, available online at www.wsdot.wa.gov/tdm.

Table 2-2 shows the performance of worksites that have been in King County's program since 1993.¹⁶ Even though the drive-alone rate has increased slightly, more trips continue to be reduced, because trips are being redistributed to higher-efficiency modes.

Table 2-2 CTR performance in King County
259 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	58.8	—	—
1995	56.8	3,037	12.6
1997	54.4	5,027	30.0
1999	54.2	8,414	54.3
2001	52.8	9,983	66.9
2003	53.2	11,018	76.7

*VMT refers to vehicle miles traveled.

In 2003, employees at King County worksites participating in the CTR Program since 1993 made 11,018 fewer vehicle trips each weekday morning and eliminated 76.7 million miles of vehicle travel annually.

Funding and expenditures

State funds support ten full-time positions in King County.¹⁷ Most King County jurisdictions contribute additional local funds to the program and have also developed services using funds from the federal Congestion Mitigation and Air Quality Improvement Program, also known as CMAQ. For July 1, 2002–June 30, 2003, the county received \$736,450 in state funding to support worksites, with another \$210,039 allocated based on past performance. The county supported CTR with more than \$554,000 of its own funding in 2003. In addition, local jurisdictions leverage CTR funding to create complementary programs, such as the City of Seattle's car-pool parking program, the Bellevue Access Project, and Redmond's R-TRIP program.

Improvement opportunities

King County jurisdictions successfully use employer recognition to develop management support for the CTR Program: these efforts will continue. To develop new programs, one promising strategy is to target outreach on clusters of businesses where there's already a business participating in CTR. The jurisdictions will also continue conducting promotional activities regionally to take advantage of economies of scale. Finally, as the transportation infrastructure changes, King County will continue building connections between the systems to ensure use by consumers.

Kitsap County

WSDOT contracts directly with Kitsap Transit on behalf of Kitsap County and the four affected cities, Bremerton, Port Orchard, Poulsbo, and Bainbridge Island. There are 37 CTR worksites in Kitsap County; 23 have been participating since 1993.

Performance

In the last two years, the Federal Transportation Incentive Pass Program, called TIP, has had a huge impact in reducing drive-alone commuting in Kitsap County. This program was developed by Kitsap Transit and the United States Department of Transportation. Under the program, all federal employees can register for passes that allow them to ride free on any of Kitsap Transit's services.

When the Navy increased security at their facilities following the 9/11 attack, the TIP program went into high gear. Carpooling, vanpooling, and bus use skyrocketed. This dramatic increase is evident in Table 2-3, on the following page, which shows the performance of worksites that have been in Kitsap County's program since 1993.¹⁸

¹⁷In 1993, the CTR funding in King County was \$2,040 per affected work site. In 2003, the funding was \$1,588 per site, a decrease of 22 percent or about \$452 per site per year.

¹⁸See note 15.

¹⁶See note 15.

Table 2-3 CTR performance in Kitsap County
23 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	59.5	—	—
1995	61.3	147	0.7
1997	58.3	259	1.4
1999	61.9	+322**	+2.3
2001	61.4	+339	+2.6
2003	51.6	1,501	9.9

*VMT refers to vehicle miles traveled.

**A plus sign (+) indicates numbers of trips and miles increased over the baseline numbers identified in the county's initial survey. Other numbers represent reductions.

Funding and expenditures

State funds support approximately two full-time positions at Kitsap Transit. State funds are used to develop services for employers, help develop programs and review them, train employers, and conduct marketing and outreach. Kitsap Transit also contributes local funds to support the CTR Program. For July 1, 2002–June 30, 2003, the county received \$103,795 in state funding to support worksites, with another \$77,628 allocated based on past performance.

Improvement opportunities

Kitsap Transit is working with the Navy to encourage ridesharing. The tight security in effect in Bremerton has exacerbated a parking shortage in the central industrial area. To address the shortage, the Navy may open a gate into Naval Station Bremerton and the Puget Sound Naval Shipyard just for high-occupancy-vehicles and convert its largest parking lot into an HOV-only lot during morning peak hours. To use this lot, vehicles would register with Kitsap Transit's Rideshare Vehicle program.

Pierce County

Pierce County jurisdictions and Pierce Transit partner together to manage the CTR Program. There are 84 worksites participating in CTR in the county: 17 in downtown Tacoma, 7 rural, and 60 suburban. (Fifty-one sites have been participating since 1993.) Downtown Tacoma has excellent transit service, while the rest of the county is predominately suburban and rural with limited bus service and an abundance of parking.

Table 2-4 shows the performance of worksites that have been in Pierce County's program since 1993.¹⁹

Table 2-4 CTR performance in Pierce County
51 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	84.6	—	—
1995	82.5	308	2.1
1997	78.7	928	5.9
1999	79.7	1,107	7.5
2001	77.8	1,545	10.2
2003	80.6	942	5.9

*VMT refers to vehicle miles traveled.

In 2003, employees at Pierce County worksites participating in the CTR Program since 1993 made 942 fewer vehicle trips each weekday morning and eliminated 5.9 million miles of vehicle travel annually.

Technical support is important to Russell Mellon

"The efforts and support of Pierce Transit, Pierce County, and the City of Tacoma are invaluable to Employee Transportation Coordinators—they are always available to us—to back us up, offer suggestions, support us and our CTR Program."

— Kerry Kelly,
Employee
Transportation
Coordinator

¹⁹See note 15.

Funding

State funds support approximately three full-time positions: one each at the City of Tacoma, Pierce Transit, and Pierce County. During the last biennium, Pierce County leveraged over \$1 in local and federal dollars for each State dollar. For July 1, 2002–June 30, 2003, the county received \$103,795 in state funding to support worksites, with another \$77,628 allocated based on past performance.

Improvement opportunities

Pierce County relies on a Technical Work Group to continually improve its services to employers and develop new strategies to encourage trip reduction. In the future, the county may undertake:

- Implementation of area-specific and employer-specific FlexPasses
- Expansion of services to voluntary sites
- Increase in employer recognition efforts to a quarterly basis to increase worksite motivation
- Development of a specialized downtown program
- Consolidation and streamlining of promotions to increase efficiencies

Snohomish County

Snohomish County includes 92 worksites participating in CTR.²⁰ The county has a successful CTR Program that it bases on a high level of employer buy-in and the retention of trained Employee Transportation Coordinators. The local business community has embraced CTR.

Performance

Between 1993 and 2003, the drive-alone rate for participating worksites in Snohomish County has declined 9 percent. Of the 48 worksites that have been in the program since 1993, 76 percent have made

progress reducing their drive-alone rates. Snohomish County has also increased van-pooling: for all sites participating in the program it now accounts for 3.6 percent of commute trips.

Table 2-5 shows the performance of worksites that have been in Snohomish County's program since 1993.²¹

Table 2-5 CTR performance in Snohomish County
48 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	85.9	—	—
1995	82.1	392	1.8
1997	80.1	459	2.5
1999	78.7	1,115	6.3
2001	80.2	889	5.3
2003	79.9	701	3.5

*VMT refers to vehicle miles traveled.

In 2003, employees at Snohomish County worksites participating in the CTR Program since 1993 made 701 fewer vehicle trips each weekday morning and eliminated 3.5 million miles of vehicle travel annually.

Funding

State funds support approximately two full-time positions in Snohomish County, supplemented by local and federal funds. For July 1, 2002–June 30, 2003, Snohomish County received \$109,973 in state funding to support worksites, with another \$19,053 allocated based on past performance.

Improvement opportunities

The greatest challenge the county faces with CTR is the shift-based nature of many of its employers. Jurisdictions work with these employers to customize on-site programs and incentives for shift

Regence BlueShield makes commuting both easy and attractive

At the Everett office, each Regence BlueShield employee has the option of flextime and compressed work schedules. In addition, the company gives preference to HOV parking and has eliminated some standard spaces to further encourage ridesharing. All of this has resulted in an impressive 17 percent reduction in drive-alone commuting.

Success in a short time for Community Health Association of Spokane

In just a little over a year, Community Health Association of Spokane developed a transportation program that became an integral part of its operations. This comprehensive program includes transit subsidies; company-wide policies for compressed workweeks, flextime and telecommuting; and the availability of lockers and showers for bicyclists and walkers.

²⁰Previously, Community Transit supported all of the county's CTR employers. Beginning in July 2003, the City of Everett now supports thirty worksites in Everett.

²¹See note 15.

employees. Long-range plans for CTR include extending services to employers that aren't required to participate. In addition, staff will facilitate relationships between CTR worksites and small worksites to maximize the potential for reducing trips. To provide employers with more promotional opportunities, Community Transit will continue partnering with service providers outside its borders, such as the Greater Redmond Transportation Management Authority.

Spokane County

There are 113 worksites participating in CTR in Spokane County. As the lead agency since 1993, the County provides a consistent and comprehensive approach. The County treats all employers equally, regardless of the jurisdiction in which they're located, fostering cooperation. All employers receive one-on-one assistance and the tools and services to succeed.

Performance

Between 2001 and 2003, the number of trips reduced in Spokane declined for reasons beyond the control of the CTR Program:

1. Companies have downsized, breaking up carpools and vanpools and making ridesharing development more difficult.
2. Transit service has been reduced due to the loss of the Motor Vehicle Excise Tax, reducing ridership.

Table 2-6 shows the performance of worksites that have been in Spokane County's program since 1993.²²

Table 2-6 CTR performance in Spokane County

54 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	80.7	—	—
1995	73.6	1,519	8.3
1997	71.3	2,034	10.3
1999	72.1	1,792	9.5
2001	72.1	1,956	10.7
2003	73.6	1,515	8.2

* VMT refers to vehicle miles traveled.

In 2003, employees at Spokane County worksites participating in the CTR Program since 1993 made 1,515 fewer vehicle trips each weekday morning than they did in 1993 and saved 8.2 million miles of vehicle travel. Even taking into account the challenges described above, the drive-alone rate at these worksites increased by only 1.5 percent. Spokane shows solid, moderate use of all commute options.

Funding

State funds support approximately 3.8 full-time positions at Spokane County, supplemented by local funds and federal grants. For July 1, 2002–June 30, 2003, the county received \$139,629 in state funding to support worksites, with an additional \$40,919 allocated based on past performance.

Improvement opportunities

To improve the CTR Program in the future, the county plans to continue leading and supporting its twelve voluntary employers while accepting new participants. The county also plans to continue improving its collection and distribution of information and materials using the Internet. Future plans include a message center, which would promote more efficient and effective communication between Employee Transportation Coordinators and employees.

Walking the talk at Washington State Department of Ecology, Olympia

At the Washington State Department of Ecology, senior and program managers set an example by carpooling, bicycling, and participating in the compressed workweek program. All managers and more than 250 employees participate in a voluntary paid parking program, with the proceeds going to promotion, marketing, and financial incentives.

²²See note 15.

Thurston County

The Shea Group/Parametrix, a private consultant, implements the CTR Program in Thurston County. Supported by a strong work group of local, regional, state, and transit representatives, the Shea Group supports 63 worksites required to participate and 32 sites participating voluntarily. Of the sites required to participate, all but 6 are state or local government. This abundance of government sites is unique to Thurston County.

Performance

Thurston County's drive-alone rate increased slightly in 2003. Although transit ridership is up in the county, the bus share is down at CTR sites. Carpooling is down, compressed workweeks are up. The Governor's 2001 Executive Order to state agencies on teleworking and flexible work hours should continue to increase use of these options.

Table 2-7 shows the performance of worksites that have been in Thurston County's program since 1993.²³

Table 2-7 CTR performance in Thurston County

50 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	79.6	—	—
1995	74.3	489	2.6
1997	73.5	641	3.6
1999	73.7	669	4.0
2001	75.2	475	2.9
2003	75.6	512	3.4

* VMT refers to vehicle miles traveled.

In 2003, employees at Thurston County worksites participating in the CTR Program since 1993 made 512 fewer vehicle trips each weekday morning and eliminated 3.4 million miles of vehicle travel annually.

Funding

For July 1, 2002–June 30, 2003, Thurston County received \$116,152 in state funding to support worksites, with another \$10,506 allocated based on past performance.

Improvement opportunities

Strategies to increase effectiveness that are currently being implemented:

1. Focusing on sites along high-density corridors, and in clusters, where commute services are more available and efficiencies can be realized.
2. Creating a Regional Policy Team to discuss matters of regional importance, including land use, parking management, and local policy alignment.
3. Continuing work with worksites that aren't making progress to develop site-specific strategic plans to reduce drive-alone commuting.

Whatcom County

There are 26 worksites participating in CTR in Whatcom County; 19 have participated since the county entered the program in 1997. Whatcom is a rural county containing one medium-sized city and a few small towns. Because the area is attractive for walking and bicycling, many CTR employers have invested in facilities and incentives for walking and cycling. As a result, use of these modes of travel for commuting is among the highest in the state.

Investing in the future

"Although traffic is not nearly as large a problem here as it is in the Seattle area, it is important to develop good habits now so that we are prepared for the time when traffic congestion becomes a more prevalent issue in Whatcom County. From an environmental standpoint and the side benefits of sharing a ride with co-workers, the CTR Program is simply the right thing to do."

— Doug Thomas,
CEO, Bellingham
Cold Storage

²³See note 15.

Promoting bus riding and vanpooling is challenging. Away from the university, commuters to CTR worksites have no bus service or face lengthy travel times. Few commuters travel from outside the area: local travel times and distances are too short to make vanpooling attractive.

Performance

Whatcom County has made steady improvement in the use of all alternatives to driving alone except carpooling. The value of CTR goes beyond the present to include what the program can do for the future: the population is projected to grow by 42,000 in 20 years. To preserve the community's character, the transportation system must evolve into a truly multi-modal system. CTR is one of the tools that the county is using to influence that evolution.

Table 2-8 shows the performance of worksites that have been in Whatcom County's program since 1997.²⁴

Table 2-8 CTR performance in Whatcom County

19 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	—	—	—
1995	—	—	—
1997	76.8	—	—
1999	72.9	209	1.0
2001	71.9	318	1.6
2003	70.7	384	1.9

* VMT refers to vehicle miles traveled.

In 2003, employees at Whatcom County worksites participating in the CTR Program within since 1997 made 384 fewer vehicle trips each weekday morning and eliminated 1.9 million miles of vehicle travel annually.

Funding

The Whatcom County program consists of one full-time position at the Whatcom Council of Governments and \$32,000 per year in related services provided to employers. State funds support approximately half of the full-time position and none of the services. Local funds pay the remaining costs. For July 1, 2002–June 30, 2003, the state allocated \$80,000 in base funding to support CTR in Whatcom County, with another \$5,970 allocated based on past performance.

Improvement opportunities

Whatcom County is considering program changes that would increase the number of trips reduced in Whatcom County: first, expanding CTR benefits to make them available to everyone in Whatcom County; and second, creating a voluntary employer program with less regulatory structure so that small employers could participate.

Yakima County

Twenty-two worksites in Yakima County participate in CTR. Of the ten CTR worksites located in the City of Yakima, half are served by two transit routes and half by only one route. Vanpooling is also available.

Performance

Yakima County has the state's largest proportion of compressed workweeks. The county's primary alternative to driving alone has been carpooling. Low population density, limited public transportation service, and abundant free parking limit the use of alternatives to driving alone in the county.

The type of employment in the county also limits CTR performance: meat and apple packers and other assembly-line workers can't telecommute and can't individually choose to work a compressed workweek. Similarly, local jurisdictions require most employees to work within the hours and days that City Hall or the County Courthouse is open to the public.

Sharing information in Yakima

"It's very convenient to have the local support on CTR from the Yakima Conference of Governments. They have a database for ridesharing that's a great tool for matching up our employees with people beyond our worksite. Also, they recently arranged a networking session where I was able to talk with other coordinators in this area about what's working and what isn't."

— Debbe Eberle,
Employee
Transportation
Coordinator,
Washington State
Department of Ecology

²⁴See note 15.

Table 2-9 shows the performance of worksites that have been in Yakima's County's program since 1993.²⁵

Table 2-9 CTR performance in Yakima County

18 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	83.8	—	—
1995	80.9	91	0.4
1997	75.0	153	1.0
1999	74.6	172	0.7
2001	75.7	296	1.4
2003	79.6	113	0.5

* VMT refers to vehicle miles traveled.

In 2003, employees at Yakima County worksites participating in the CTR Program since 1993 made 113 fewer vehicle trips each weekday morning and eliminated 0.5 million miles of vehicle travel annually.

Funding

State funds support approximately 1.1 full-time positions at the Yakima Valley Conference of Governments. For July 1, 2002–June 30, 2003, Yakima County received \$80,000 in state funding to support worksites, with another \$5,516 allocated based on past performance. State funds are used to develop employer services, help develop programs and review them, train employers, and conduct marketing and outreach.

Improvement opportunities

To reduce trips to CTR worksites in the future, the Yakima Valley Conference of Governments is considering the following strategies:

- Seeking a performance grant to extend bus service to Selah and Union Gap, making transit available to five more CTR worksites.
- Promoting the services of Yakima Transit, which recently improved its routes.
- Promoting vanpooling. The City recently purchased additional vans.
- Partnering with local medical centers to promote walking or biking.
- Promoting carpools using a ride-match program.

²⁵See note 15.

3. The CTR Program's Costs and Benefits

During 2002–2003, employees commuting to worksites participating in the Commute Trip Reduction (CTR) Program reduced traffic congestion, petroleum consumption, and air pollution.

Costs and benefits to Washington State

This section compares the program's cost to the State with its estimated benefits.

What did CTR cost the State of Washington in 2003?

The State invested \$2.65 million in the CTR Program in 2003.

What benefits did CTR generate for the State in 2003?

It is difficult to isolate the impacts of CTR, as discussed in other parts of this report. However, employees at CTR worksites use alternatives to driving alone at a much higher rate than employees at other worksites in the same areas. The Task Force has concluded that the CTR Program plays a significant role in creating the following benefits associated with changes in commute patterns:

- \$24 million in reduced delay in Puget Sound alone
- \$10 million in reduced fuel costs for employees commuting to CTR worksites based on driving fewer miles
- \$5.8 million in reduced fuel costs due to experiencing less stop-and-go traffic
- Reduction of 4,800 tons of criteria pollutants
- Reduction of 50,200 tons of carbon dioxide

If the 13,480 vehicles removed by employees commuting to CTR worksites in Puget Sound each morning were added back onto the region's highways, overall morning delay per vehicle would be increased by 6.3 percent, or a total of 719,000 hours. Figure 3-1 (on the following page) shows how reduced travel to CTR worksites impacts major traffic chokepoints in Puget Sound.

Partnerships are one of CTR's major benefits.

The state has enjoyed a strong partnership with employers and counties and local jurisdictions through the CTR Program.

- During 2002–2003, county and local jurisdiction partners invested \$2.3 million.
- During 2002–2003, employers invested \$36 million in their CTR Programs—more than \$13 for each dollar invested by the State.
- Employers say that they have continued to increase their investment because the program makes good business sense and because the state-wide CTR Program provides technical assistance and tools.²⁶

CTR benefits employers by:

- Reducing costs of providing parking
- Reducing costs from employee turnover
- Reducing costs from absenteeism
- Reducing federal corporate and individual income tax payments when employers make investments that qualify under the US revenue code

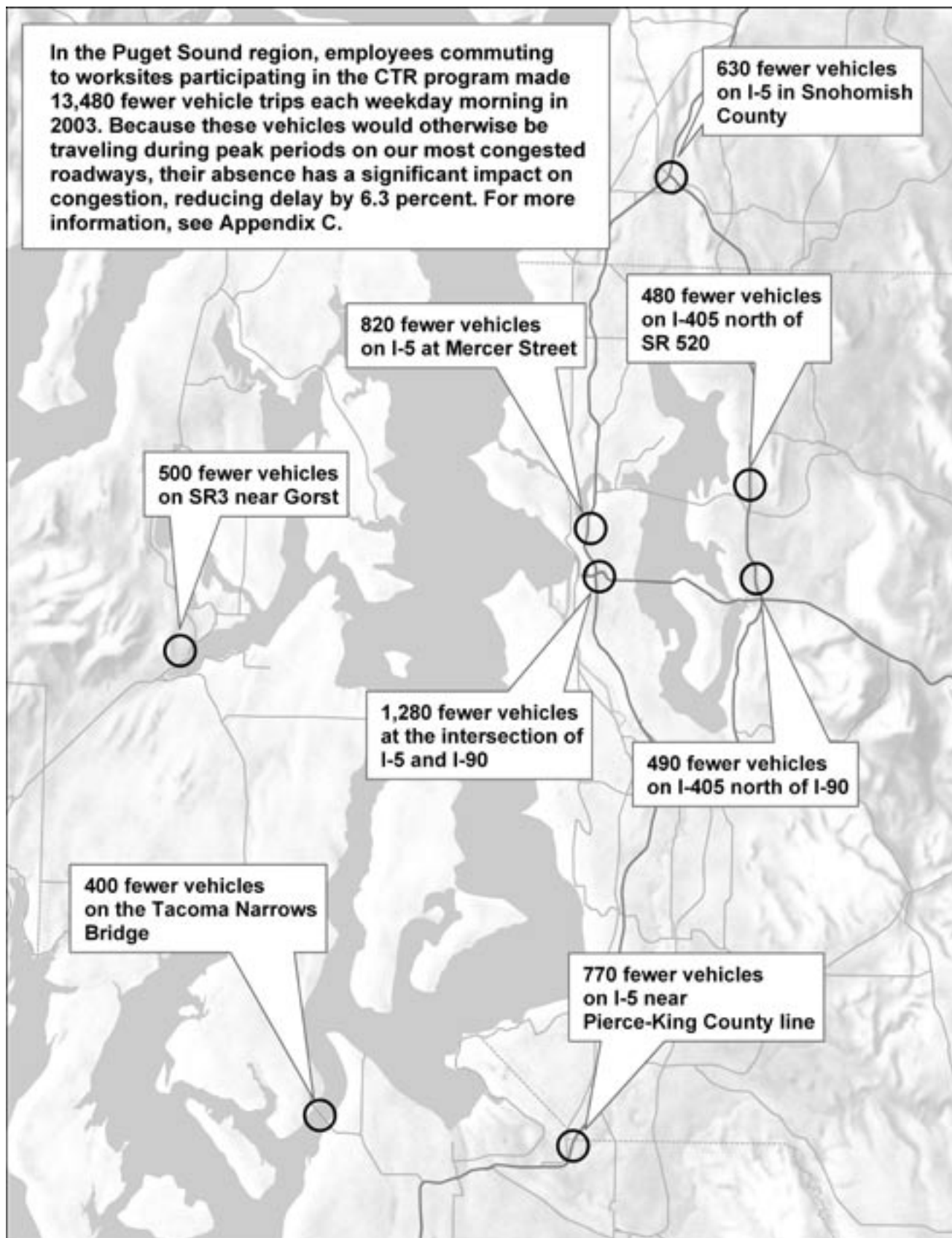
CTR's importance outside of Puget Sound

"Trip reduction efforts are imperative in the Inland Northwest, where growth in commerce and community continue to challenge our resources. Whether you drive, walk, bus, bike, or carpool, your efforts to reduce trips make a world of difference."

— Mayor James E. West, City of Spokane, 2003 "Way to Go" Awards

²⁶See note 5.

Figure 3-1 Vehicle trips reduced on an average weekday morning in the Central Puget Sound region



The value of the CTR Program's benefits to the State is very difficult to estimate, although individual employers can make estimates for their individual circumstances. For instance, the University of Washington estimates that over the last ten years its CTR Program has enabled it to avoid adding approximately 3,600 parking spaces, saving the University and the state more than \$100 million.

Table 3-1 compares spending on the CTR Program by employers, counties, and local jurisdictions, and the state.

Table 3-1 Spending on CTR by employers, counties, local jurisdictions, and the state
1995–2003 (Year 2003 dollars)

Year	Employer Spending	Counties and Local Jurisdiction Spending*	State Spending
1995	\$7,400,000	N/A	\$3,800,000
1997	24,400,000	N/A	3,600,000
1999	29,000,000	\$3,600,000	3,200,000
2001	36,800,000	1,900,000	2,800,000
2003	37,400,000	2,300,000	2,650,000

*Prior to 1999, counties and local jurisdictions did not report their non-state funding.

Cooperation in CTR public awareness campaign

The CTR Program has benefited from cooperation in raising public awareness of commute options. Since 1999, local transit agencies have contributed space on the sides of their vehicles to display consistent, statewide messages promoting all commute options. In addition, for spring and fall promotional campaigns encouraging people to try a new commute, *Amtrak Cascades* has donated thousands of free-companion coupons as campaign incentives. For three recent promotional campaigns, *The Seattle*

Post-Intelligencer contributed more than \$185,000 in public service announcements while Starbucks Coffee Company donated nearly \$75,000 in coupons and gifts for incentives.²⁷ Other companies helping change commute behavior through promotional sponsorships include *The Columbian*, Northwest Airlines, and Republic Parking.

CTR produces other important benefits that can't be quantified

In addition to the benefits previously described, the CTR Program generates benefits for health, safety, mobility, and transportation planning. Although the value of these benefits cannot currently be estimated, each arena is the focus of substantial public investment outside of CTR.

rush hour *n.* Ironically named period of heavy traffic during which any actual "rushing" is kept to a minimum as commuters sit alone in cars, barely moving, growing more and more frustrated. — See ROAD RAGE, STRESS, EXASPERATION.

Ready to redefine your commute?

Rideshare Week, October 14–18, is your chance to do just that—and an opportunity to help ease your region's transportation woes.

Join people from all over Washington and give alternative commute options a try for a week. Discover the pleasures and benefits of carpooling, busing, taking the train, biking, or, heck, even just walking to work.

Participate in Rideshare Week and win some great prizes, too—Amtrak coupons, coffee and tumblers from Starbucks, and discounted subscriptions to the *Seattle Post-Intelligencer*!

Ask your company's transportation coordinator for more information, or visit the Washington State Ridesharing Organization website at www.wsdot.wa.gov/partners/wso.

Give it a go!



One of a series of half-page public service announcements donated by *The Seattle Post-Intelligencer* to help raise public awareness of commute options.

²⁷ *The Post-Intelligencer*, Starbucks Coffee, and Amtrak Cascades were major sponsors for Rideshare Weeks 2002 and 2003 and Smart Moves/Relax spring campaign 2003.

- Improvements to community health from reduced exposure to emissions and traffic stress and from increased physical activity due to cycling and walking.
- Increased mobility of freight.
- Decreases in accident rates and severity from reduced congestion.
- The CTR Program is one way that WSDOT and its regional partners help local areas meet their air quality standards. If local areas exceed these standards, WSDOT may receive less federal transportation funding for that region.
- Local jurisdictions and transit systems, especially in Puget Sound, use CTR data for planning and market development.
- WSDOT uses CTR data for planning on major corridors.

4. Comparing the CTR Program with Similar Programs

Transportation demand management, also referred to as TDM, is a general term for strategies for influencing traveler behavior for the purpose of reducing or redistributing travel demand. The primary purpose of TDM is to reduce the number of vehicles using highway facilities while providing a wide variety of mobility options for those who wish to travel.

This chapter briefly reviews the history of employer-based programs for TDM in the United States and then compares the Commute Trip Reduction (CTR) Program to commuter programs from other states or cities.

Partnering with employers to manage transportation demand

Employers have been promoting efficient employee transportation for 50 years. For example, during World War II, the U.S. Navy and the transit company in Kitsap County established the worker/driver program to provide reliable, fuel-efficient transportation for employees at critical production and defense facilities in Kitsap County.

Boeing, McDonnell Douglas, Martin Marietta Aerospace, and other major companies helped establish vanpool and ridesharing programs to provide employees with options for commuting to work and to improve air quality in a number of major metropolitan areas.

The failed federal ECO Program relied on a top-down approach
Employer-based programs to manage transportation demand were elevated to a new level when the federal government reauthorized the Clean Air Act in 1990 and created the Employee Commute

Options (ECO) program. The ECO program required metropolitan regions that were air quality non-attainment areas to develop programs to reduce drive-alone commuting to major worksites.

The ECO program relied on a top-down approach to achieve its objectives. Employers affected by ECO were required to meet strict targets and ambitious timelines for emissions reductions. Penalties for non-compliance were significant, and the forms and requirements lengthy and complicated. Employers were charged for the technical support they received, including the review of employer programs.

Soon after ECO was adopted, the business community began an aggressive campaign to eliminate the requirement. They argued that it was cumbersome, expensive, and ineffective. Over time, ECO's political support eroded and in 1995 President Clinton signed its repeal.

California's ill-fated Regulation 15 relied on a regulatory approach

Southern California's experience with trip reduction was similar to the national experience. In the late 1980s, the South Coast Air Quality Management District adopted Regulation 15, which required major employers to implement programs to reduce drive-alone commuting. The program was a textbook command-and-control environmental regulation. Employers had specific, aggressive goals for reducing air emissions from employee commuting. Failure to achieve the goals was a violation, and employers in violation were subject to fines. The reporting requirements were onerous, and employers were charged a fee for review of the extensive reporting forms they were required to submit to the regulating agency.

CTR has a national reputation

"Washington State's CTR Program is a model for the rest of the country. We want other states to benefit from your innovation and leadership—from the many Washington State employers who have successfully worked with their employees to make significant changes in commute behavior."

— Connie Ruth,
Commuter
Choice Initiative
Program Manager,
Environmental
Protection Agency,
2002

National report recognizes leadership from King County Metro

For many years, King County Metro has been instrumental in promoting a wide range of transportation demand management activities and in supporting employer-based TDM programs. King County Metro was also among the first transit agencies to market TDM programs to employees through employers at their worksites and to work with employers to tailor transit service to employees' travel needs.

— COMSIS Corporation, *Public Agency Guidance on Employer-Based TDM Programs, 2002*

... and from the City of Bellevue

The City of Bellevue has consistently incorporated TDM strategies with other, more traditional, responses to transportation and growth concerns. Bellevue's objective for all its TDM activities is for TDM to work in concert with other transportation planning approaches, including roadway maintenance and expansion, to maintain the accessibility and economic vitality of its downtown.

— COMSIS Corporation, *Public Agency Guidance on Employer-Based TDM Programs, 2002*

Employer backlash against Regulation 15 led to multiple revisions and a persistent weakening of the program. By the mid-late 1990s, large-scale, mandatory employer-based trip reduction had been all but eliminated in Southern California.

Why has CTR flourished when other programs haven't?

As the ECO program unraveled nationally and Regulation 15 was being persistently watered down in California, Washington's CTR Program was gaining momentum. While these more regulatory programs and the CTR law shared the objective of improving air quality by reducing drive-alone commuting to major worksites, implementation differed significantly.

CTR emphasizes collaboration

For example, the CTR law created a partnership between employers and local and state governments, with the CTR Task Force assigned the responsibility of providing a forum for the various interests to work out divisive issues and resolve problems in a collaborative manner. In contrast, the ECO program and Regulation 15 contained no such moderating organization and as a result were plagued with conflict between the regulators and the regulated.

CTR has created efficiencies

In addition, while the ECO program and Regulation 15 developed dozens of complicated reporting forms, surveys, and models, the CTR Program has consistently reduced the number and length of reporting forms, developed efficient on-line reporting and measurement tools, leveraged scarce resources for program marketing, and continued to stress the partnership between the private and public sector.

Some areas are considering reinstating trip reduction

The elimination of the ECO rule and Regulation 15 did not eliminate air quality problems in major metropolitan areas, and many of the areas previously subject to more regulatory approaches have over time come to realize the important contributions that employer-based TDM can make to improving regional air quality. Many of these areas are actively considering reintroducing employer-based TDM program based closely on Washington's CTR law.

Over the past several years, WSDOT staff have worked with consultants, local and state governments, and transit agencies in states as diverse as California, Colorado, Pennsylvania, Connecticut, Florida, and Georgia, all of which are exploring the development of employer trip reduction programs based on the CTR model.

Comparing CTR to similar programs

Existing employer-based programs to manage transportation demand have a variety of objectives: improving air quality, enhancing regional mobility, conserving resources, and supporting economic development. It is difficult to compare existing employer-based TDM programs due to their varying scale and diverse approaches as well as their inconsistent approaches to evaluation.

Washington State's CTR Program is the only statewide employer-based transportation demand management program in the country. Given that, the most appropriate comparison is with programs operating on a large metropolitan scale.

The following three programs are summarized and compared with the CTR Program in Table 4-1.

1. Maricopa County (Phoenix area), Arizona, Trip Reduction Program (TRP)
2. Pima County (Tucson area), Arizona, Travel Reduction Program (TRP)
3. Portland (Portland area), Oregon, Employee Commute Options (ECO) Program

Table 4-1 How CTR compares to similar programs

	CTR Washington State	TRP Maricopa County, AZ (Phoenix area)	TRP Pima County, AZ (Tucson area)	ECO Portland, OR (Portland area)
Objectives	Improve air quality, reduce traffic congestion and fuel consumption	Improve air quality	Improve air quality	Improve air quality
Program Origin	State law (1992)	Lawsuit (1985) and state air quality law (1988)	Lawsuit (1985) and state air quality law (1988)	Required by regional air quality maintenance plan (1997)
Who is affected?	Employers in counties with a population of 150,000 that have 100 or more full-time employees arriving at a single worksite 6–9 am for 12 consecutive months.	Employers located in Maricopa County that have at least 50 or more employees or students.	Employers in metropolitan area that have at least 100 or more full-time employees arriving at a single worksite in a 24 hour period.	Employers in the Portland metro area with at least 50 employees. Exempts employers without 30-minute transit service within ½ mile of worksite.
Participating Worksites & Employees	1,100 worksites; 526,000 employees	2,678 worksites; 1,607,600 employees and students	269 worksites, 112,518 employees	1,142 worksites; unknown number of employees
Annual Budget and Source of Funds	\$2.5 million (state funds)	\$2 million (federal funds)	\$373,000 (state funds); \$223,000 (federal funds)	\$47,000 (federal funds) \$15,000 (state funds)
Staff	7.4 FTE (State)	10 FTE	7.4 FTE	1 FTE
Lead Agency	WSDOT	Maricopa County	Pima Assoc of Governments	OR Department of Environmental Quality
Policy Guidance	CTR Task Force	Task Force	Task Force	OR Department of Environmental Quality
Employer Goals	Reduce SOV or VMT by 35% over 12 years	Reduce SOV or VMT 10 percent per year for 5 years, then 5% per year for an additional 3 years or until a 60% SOV rate is obtained	(a) Increase use of alternative modes 15% after 1 year, 20% after 2 years, 25% after 3 years, and 1% for each subsequent year until 40% alternative mode use is achieved; <u>and</u> (b) reduce VMT 1.5% per year for each year after the 25% alternative mode goal is achieved	Reduce SOV by 10% after 3 years

What does the comparison tell us?

The programs reviewed above have some similarities, but important differences exist between them.

CTR is unique for its complex partnerships

First, the CTR Program is statewide, rests on a decentralized administration model, and depends on complex partnerships between state and local governments, transit agencies, planning organizations, and employers. The other programs have more traditional, hierarchal structures and are administered by a single entity in a more defined geographic area.



Washington State Ferries, Kitsap Transit, and King County Metro received a national award for their Cross Sound Initiatives project. In just 12 months, carpools on the ferries increased by 34 percent, vanpools by 19 percent, and VanShares to and from the terminals by 82 percent.

CTR includes a component dedicated to comprehensive evaluation

Second, the CTR Program has a more rigorous evaluation approach than the other programs and uses more conservative assumptions in calculating impacts. The other programs each rely on different, less comprehensive evaluation methods. This increases the difficulty of identifying the impacts of the other programs, and makes comparisons of impacts across programs very difficult.

CTR has stronger accountability for employers

Third, the CTR Program has more stringent employer requirements and stronger employer accountability than other regional TDM programs. The other programs have a relaxed approach to enforcement, making it difficult to determine how many employers are actively participating in the program at a given time.

CTR generates significant local investment

Fourth, Washington employers have made significant investments in the CTR Program. Employers invest \$36 million per year in CTR, and jurisdictions spend an additional \$2.3 million. While there is undoubtedly employer investment in the other areas, there is no way to determine the level of investment. In addition, the centralized administration characterizing the other programs tends to discourage significant local investment.

Why does the CTR Program have a national reputation?

The CTR Program has developed a national reputation for leadership, innovation, and effectiveness.

The federal government has recognized Washington programs

In 2002, King County and the Washington State Department of Transportation were two of the eleven organizations recognized nationally as Commuter Choice Pioneers by the U.S. Department of Transportation and the U.S. Environmental Protection Agency. The awards were bestowed in recognition of each organization's "historical dedication in engaging the business community to offer innovative choices to employees for their commute to work."

Many Washington employers qualify as Best Places for Commuters

The Commuter Choice Pioneer award is part of a federal initiative, originally called the Commuter Choice Leadership Program and recently rebranded as Best Workplaces for Commuters, designed to recognize employers and organizations that have developed exemplary worksite trip reduction programs. Over 65 Washington employers have met the stringent criteria for participation in the program, third only to the states of California and Colorado.

Washington State has been recognized by ACT

In addition, over the past ten years, CTR worksite and jurisdictions have received repeated recognition from the Association for Commuter Transportation (ACT), North America's most respected organization for professionals who specialize in commute options and solutions as well as for organizations, business, and individuals interested in creating a more workable transportation system. In 2003, WSDOT received the top national leadership award from ACT for creating balanced transportation solutions that integrate commute options into highway planning in the Puget Sound region, a project that relied heavily on performance data collected through the CTR Program.

Innovative approaches that reduce trips

Employers and jurisdictions participating in the CTR Program have repeatedly developed innovative approaches for delivering services and reducing employee commute trips. Here are a few examples:

CTR helps mitigate construction impacts

In 2003, WSDOT and the Whatcom Council of Governments worked together to reduce traffic congestion created by major construction on I-5 in Whatcom

County. By targeting support to CTR employers and raising community awareness about commute options available during construction, the project partners reduced the inconvenience associated with this major construction project. Several years earlier, a similar partnership between C-TRAN, WSDOT, and ODOT helped reduce traffic delays in the Vancouver/Portland region during the repair of the I-5 bridge over the Columbia River.

Avista-funded program in Spokane

In 2002, Spokane County and Avista Utilities worked together to develop a voluntary trip reduction program for dozens of employers in Spokane County. With funding supplied by Avista Utilities and technical support provided by Spokane County, the program has to date reduced over 811,900 single-occupancy vehicle commute miles.

Recognition in King County: the Diamond Awards

For nearly ten years, the Commuter Challenge, an innovative public-private partnership, has managed an employer recognition program known as the Diamond Awards. By recognizing organizations that have developed outstanding employee commute programs and focusing on the business benefits of trip reduction, Commuter Challenge has helped build strong business support for the CTR Program. In 2002, 83 percent of employers surveyed in King County reported that the recognition program was important to them, and 45 percent of employers reported that they were considering improvements to their CTR Program as a result of the recognition program.



Kitsap Transit worked closely with the U.S. Navy and the U.S. Department of Transportation to provide free transportation to registered federal and military employees. Now a national model, this program eliminates almost 1,900 drive-alone commute trips per day.

Bellevue Trip Reduction Incentive Program

The City of Bellevue, King County, Sound Transit, and WSDOT recently launched the Bellevue Trip Reduction Incentive Program. This program will demonstrate the potential for using market incentives to motivate employers to reduce commute trips by their employees. Nearly 50 employers—the majority of which are not required to participate in trip reduction programs—have agreed to participate. Similar market-based demonstration projects are in the pipeline for the City of Redmond and South King County.

Central Puget Sound's Regional Vanpool Coordination Team

The Regional Vanpool Coordination Team, a partnership between major employers and six transit agencies in the Central Puget Sound Region, grew out of CTR Task Force efforts to increase vanpooling. The Regional Vanpool Coordination Team has identified and implemented efficiencies that have resulted in greater employer use of vanpooling as an element of work-site CTR programs.

Federal Transportation Incentive Program in Kitsap County

Kitsap Transit worked closely with the U.S. Navy and the USDOT to cost-effectively implement the Federal Transportation Incentive Program in Kitsap County. Under this program, all registered federal and military employees can receive free transportation on any of Kitsap Transit services. For each registered participant, the federal government pays Kitsap Transit a flat monthly fare of \$25. This program helped reduce Kitsap County's rate of people driving alone to CTR worksites by nearly 8 percent between 2001 and 2003, while eliminating almost 1,900 trips per day in Kitsap County.

5. Milestones for Washington's CTR Program

Table 5-1, on the following page, lists the milestones in the development of the state's Commute Trip Reduction (CTR) Program. Previous Task Force recommendations to the Legislature are summarized below.

What has the Task Force recommended in the past?

The CTR Task Force has recommended actions to the Legislature in three previous reports. No report was due in 1997.

Recommendations from 1995 report

In 1995, the Task Force recommended that the Legislature:

1. Not make any legislative changes to the program.
2. Continue the program with funding through 1999.
3. Not extend the program to smaller sites at that time.

Recommendations from 1999 report

In 1999, the Task Force recommended that the Legislature:

1. Fully fund the CTR Program through June 2006.
2. Ensure that the Ridesharing Tax Credit continues to be available to employers.
3. Allow local jurisdictions to expand the program to worksites with fewer employees, business parks and office complexes, and high school and college faculty and students.

Recommendations from 2001 report

In 2001, the Task Force recommended that the Legislature make the CTR Program's goal of reducing 35 percent of commute trips one of the state's highest transportation priorities. To achieve the program's goals, the Task Force recommended that the Legislature continue the program, restore full base funding, and improve the program using the following strategies.

1. *Reinstate the Rideshare Tax Credit.*
The Task Force recommended reinstating the popular tax credit for private sector employers, discontinued in 1999. Employers who took advantage of the tax credit were over five times as effective in reducing the drive-alone rate to their sites compared to other CTR employers.
2. *Provide grants to non-profit and public sector employers.*
Like the tax credit, making grants available to public sector and non-profit employers would expand their success at reducing vehicle trips.
3. *Eliminate the commute window restriction.*
The commute window assumes that the morning commute lasts from 6:00–9:00 a.m. Expanding the program's focus would acknowledge the reality that rush hour has expanded.
4. *Support the public awareness campaign.*
Raising public awareness of the availability of commute options has been a key to changing travel behavior. Research has shown that changing attitudes and behavior requires marketing over an extended period of time.
5. *Include college and school faculty in CTR Program.*
Amending the CTR statutes to include college and school faculty in the program would significantly expand the impacts of the program.
6. *Increase technical support to jurisdictions and employers.*
In order to redistribute or reduce a significantly greater number of trips, employers and jurisdictions must do more work. Additional technical support from WSDOT would help employers succeed.
7. *Expand and improve park and ride facilities.*
A 2001 study of the park and ride system in Puget Sound identified a short-term need (2000–2006) for 17,826 new stalls in the four counties. The 2003 Legislature

Table 5-1 Milestones for the CTR Program, 1991–2003

1991	<ul style="list-style-type: none"> ■ Legislature passed the Commute Trip Reduction Law to mitigate air pollution, energy consumption and traffic congestion. ■ The CTR Task Force was formed.
1992	<ul style="list-style-type: none"> ■ CTR Task Force developed program guidelines in conjunction with employers and local jurisdictions. ■ CTR zone baselines were set, establishing a starting point for employer SOV and VMT reduction. ■ The eight-county group formed to share information and address technical issues.
1992–1994	<ul style="list-style-type: none"> ■ Local jurisdictions adopted CTR ordinances. ■ Employers began implementing worksite CTR programs, including conducting baseline employee commute surveys.
1994	<ul style="list-style-type: none"> ■ The Legislature established the Rideshare Tax Credit, based on research indicating tax credits would spur additional employer investment in CTR. <i>Recommended by the Task Force</i>
1995	<ul style="list-style-type: none"> ■ Employers surveyed their worksites to determine achievement of the first goals for reducing single-occupant vehicle trips (SOV) and vehicle miles traveled (VMT). ■ The CTR Task Force submitted its first report to the Legislature, concluding that employers were participating in the program and the program was beginning to show results.
1996	<ul style="list-style-type: none"> ■ The Legislature expanded the tax credit to all employers statewide and to all commute options to driving alone. <i>Recommended by the Task Force</i>
1997	<ul style="list-style-type: none"> ■ The CTR Task Force recommended and the Legislature enacted changes to the CTR law, clarifying employer responsibilities, changing goals for worksites and creating a public awareness campaign. ■ Whatcom County became the ninth county subject to CTR.
1998	<ul style="list-style-type: none"> ■ The program received an additional \$2.5 M from the High Capacity Transit Account to support vanpooling; subsidies at non-profit and public agency sites; and grants to help employers overcome specific worksite. ■ In response to legislative direction, the CTR Task Force and WSDOT launched the public awareness campaign (“Relax. There’s more than one way to get there”). <i>Recommended by the Task Force</i>
1999	<ul style="list-style-type: none"> ■ To continue enhancing CTR, the Legislature allocated \$3.9 million of federal Congestion and Air Quality (CMAQ) funds. ■ The Legislature discontinued the Employer Tax Credit due to revenue loss associated with the repeal of the Motor Vehicle Excise Tax. ■ The Task Force submitted its second report to the Legislature, concluding that CTR was working and was a good investment for the state.
2000	<ul style="list-style-type: none"> ■ The Legislature eliminated \$1.2 M from the CTR operating budget. ■ The Task Force submitted its third report to the Legislature. The report concluded that CTR provided an excellent return on state investment but was not on track to meet program goals and recommended additional investments in the program and an expansion of trip reduction efforts.
2003	<ul style="list-style-type: none"> ■ The Legislature restored the Employer Tax Credit and funded a new performance grants program. By January 23, 2004, 211 employers claimed \$2.1 million of the tax credit. <i>Recommended by the Task Force</i> ■ Benton County became the tenth county subject to CTR. ■ The CTR Task Force delivered its fourth report to the Legislature.

subsequently invested in vanpooling; however, the need for improved park and ride facilities has yet to be addressed.

8. *Expand vanpooling and simplify pricing.*

A recent WSDOT study of vanpooling in Puget Sound estimated an unrealized market potential of nearly 11,000 new vans in the four counties—equivalent to 7 percent of total commuters in the region.

The Task Force also recommended that WSDOT continue to make use of the Regional Vanpool Coordination Team, created in the Puget Sound region, to address employer issues with vanpooling. The Task Force continues to encourage this group to address the need for pricing simplification and standardization.

9. *Expand transit service to meet demonstrated demand.*

Employers report that the single largest problem facing CTR Programs in the state is the loss of state funding for transit service. It is critical that transit service be improved in areas of demonstrated need.

10. *Target CTR on congested corridors to help preserve capacity.*

The Task Force recommended that CTR be incorporated as a primary element of construction projects creating new capacity in congested corridors. CTR can help preserve new roadway investments by offsetting the effects of latent demand that historically has consumed significant portions of new vehicle capacity created by widening major roads.

11. *Mitigate construction impacts with trip reduction.*

The Task Force recommended that all construction projects that might create congestion include trip reduction in planning for mitigation.

12. *Support smart growth and land use planning.*

The Task Force recommended that WSDOT provide support for the Office of Community Development as they prepared to update comprehensive plans in 2002. The Task Force also recommended creation of a land use and transportation center.

13. *Create an opportunity for entrepreneurs to profit from reducing trips.*

The Task Force recommended that the Legislature create and fund opportunities for entrepreneurs, both private and public, to profit from offering commute options. This would create a strong incentive to invest in trip reduction and also reduce or redistribute trips where roadway capacity is most expensive.

14. *Create the opportunity for mileage-based auto insurance.*

The idea is simple: drive fewer miles, pay less on insurance bills, create an incentive to reduce trips. The Task Force recommended that the Legislature fund a study to assess the feasibility of mileage-based automobile insurance in Washington State.

15. *Support voluntary programs for multi-tenant sites.*

The Task Force recommends that the Legislature encourage the development of local transportation management plans for office buildings or business parks with groups of employers too small to be affected by CTR. These multi-tenant sites have significant potential for reducing trips.

16. *Implement congestion pricing.*

Because congestion pricing preserves capacity by prioritizing trips, the Task Force recommended that the Legislature authorize congestion pricing, or variable-priced tolls, to reduce delay on congested roadways.

Appendix A

How the CTR Program Works

In 1991, the Washington State Legislature passed the Commute Trip Reduction (CTR) Law, incorporating it into the Washington Clean Air Act.¹ The goals of the CTR Program are reducing traffic congestion, air pollution, and petroleum consumption through employer-based programs that decrease the number of commute trips made by people driving alone.

The CTR Law affects the state's nine counties with populations over 150,000—Clark, King, Kitsap, Pierce, Snohomish, Spokane, Thurston, Whatcom, and Yakima.²

The CTR Program consists of a set of formal and informal partnerships. Employee Transportation Coordinators at CTR worksites are connected to a statewide network of people who help make commute options more effective and create new ones: nine counties, local jurisdictions, transit agencies, and resources from the state departments of Transportation, General Administration, and Ecology. This appendix describes the roles of the various partners that participate in the CTR Program.

What role do employers play?

Employers must participate in CTR if they have 100 or more full-time employees at a single worksite who begin their scheduled workday 6:00–9:00 a.m. for twelve consecutive months. (Most construction and seasonal agricultural workers are exempted.)

How many worksites and employees participate in CTR?

Currently 1,087 worksites participate in the CTR Program, employing almost 555,000 employees—just under 26 percent of the persons who work in the nine CTR counties.³ The number of worksites affected by the law has increased 33 percent since 1993, and the share of the workforce at CTR worksites has kept pace with the increase in employment.

Some employers participate voluntarily

The participating worksites include 96 sites that participate voluntarily in the program. That so many employers participate voluntarily demonstrates that they recognize the value in extending commute programs to their employees.

What does the law require employers to do?

Employers who participate in the CTR Program must:

- Appoint an Employee Transportation Coordinator, who completes the administrative requirements of the program, works with employees to connect them with commute options and works with the CTR network to improve the effectiveness of the employer's commute program
- Provide information to employees about their options for commuting

County staff help raise management support

“Our CTR Program would be less effective without the support of our CTR representatives at Spokane County. I contact them about once a week. As an example of how they've helped me develop our program, the CTR representatives came to our workplace, met with the company president and convinced him of the importance of management support in changing employees' commute behavior. As a result of his increased understanding, management support increased almost immediately.”

— Keith Vilhauer,
Employee
Transportation
Coordinator, Hollister-
Stier Laboratories,
Spokane

¹ RCW 70.94.521-551.

² In 2003, Benton County passed the 150,000-population mark, becoming affected by the CTR Program. Because Benton County is still in the planning stages for the program, its employers and worksites are not yet included in these numbers.

³ There are approximately 715 employers participating in the CTR Program (depending on who is considered to be affiliated with whom); some of the employers operate at multiple worksites.

- Develop a CTR Program designed to achieve the CTR Law's goals of reducing vehicle-miles traveled and drive-alone commuting
- Make a good-faith effort to implement their programs and achieve the goals
- Report progress annually to the jurisdiction where they are located, and every two years they need to survey their employees to determine progress toward the Law's goals. WSDOT provides survey processing and analysis at no charge to employers, and makes the results available to counties and jurisdictions in order to help improve performance

Employers have significant leeway

Within this general set of requirements, employers have broad scope to fashion programs that will work best for their individual circumstances. One of the main purposes of the CTR network is to support employers in designing and implementing programs that will be most effective for them in meeting the goals and requirements of the CTR Law.

The CTR Program is administered through county plans and local ordinances requiring employers to develop programs which encourage employees to consider alternatives to drive-alone commuting. Elements of the local ordinances vary, but statewide consistency is achieved through the guidelines set by the CTR Task Force and the collaborative partnership which has been developed between employers, counties, local jurisdictions, and the WSDOT Public Transportation and Commute Options Office.

What role does the Task Force play?

The CTR Task Force consists of 28 members appointed by the Governor to represent citizens, business, state agencies, transit agencies, and local jurisdictions. The CTR Task Force establishes program guidelines, ensures statewide consistency among county and local ordinances, and reports to the Legislature every two years.

The diverse interests represented on the Task Force ensure that the findings and recommendations reflect the unique perspectives of the many partners who contribute to the success of the CTR Program. Within the forum provided by the Task Force, divisive issues are resolved in a collaborative manner.

What role do counties and cities play?

Counties that are required to participate, and cities within those counties, create local ordinances requiring employers to implement CTR programs, and provide support to employers in reaching CTR goals.

For a summary of each county's performance, see Chapter 2. For more detailed information about the support that counties and jurisdictions provide to employers, see Appendix B.

What is the State's role?

The Washington State Department of Transportation (WSDOT) provides financial support to counties and cities to carry out the program. WSDOT also provides technical assistance to counties, cities, towns, state agencies, and other employers to help implement plans and programs for CTR. Technical assistance includes:

- providing consistent training and information
- developing model plans and programs appropriate to different situations
- supporting data collection and analysis to measure progress toward goals
- maintaining networks of partners
- documenting best practices

WSDOT maintains ten year's worth of CTR data that WSDOT, local jurisdictions, and transit systems use to conduct planning. In addition, WSDOT provides staffing to the CTR Task Force.

WSDOT staff works closely with representatives of the Department of General Administration, Department of Ecology, local governments, transit agencies, and employers in developing the model plans, programs, training, and information.

The CTR Law directs the Washington State Department of General Administration to coordinate CTR programs within state agencies.

Recognizing employer success

Most employers do far more than the minimum requirements—innovation and investment of resources are the norm rather than the exception. Recognizing success is an important strategy for gaining management support of the CTR Program and selling the benefits of employee commute benefits to the business community.

A number of counties stage local events each year to highlight successful employers and Employee Transportation Coordinators, and sometimes the commitment of commuters:

- Commuter Challenge, King County—Diamond Awards
- Pierce County—Summit Awards
- Snohomish County—Visionary Awards
- Spokane County—Way to Go Awards

Each year, the most outstanding worksite programs statewide are selected to receive Governor's CommuteSmart Awards. Since 1997, the Governor has awarded CommuteSmart honors to 95 companies.

Raising public awareness

Research has repeatedly stressed that significant changes in commute behavior will require consistent, long-term marketing in addition to improved commute options. In response to employers' requests for communications support in encouraging the use of alternatives to driving alone, WSDOT launched a public awareness campaign in January 1999 after extensive research (*'Relax. There's more than one way to get there.'*). Research conducted in June 1999 and January 2002 showed good recognition for the campaign.

Members of the CTR network collaborate on communications

Communications provide a good example of the working of the CTR network. Staff from local transit agencies participated in the development of marketing messages promoting all commute options; since 1999, transit agencies have contributed space on the sides of their vehicles to display the messages. In addition, local jurisdictions and employers have adopted elements of the campaign for use in their own materials and promotions. Since 1999, through transit agency partnerships, media matches, and sponsorships, the campaign has consistently leveraged the State's investment in CTR public awareness 4:1.

Partners strive for new level of communications effectiveness

The Washington State Ridesharing Organization (WSRO) sponsors spring and fall promotional campaigns encouraging people to try a new commute. In counties participating in the CTR Program, most jurisdictions and many employers participate in the seasonal campaigns. For the 2003 Rideshare Weeks, over 27,000 people participated in the campaign: 2,000 people reported being first-time users of a commute alternative to driving alone.

During 2003, WSRO's board and many of its members participated in an intensive effort to improve the statewide promotions. WSRO will launch a new campaign in April of 2004.

Appendix B

Detailed Profiles of County Programs

This appendix describes in detail the Commute Trip Reduction (CTR) Program in each of the nine counties required to participate. The first section explains services typically provided to employers. Ensuing sections profile each county's program at greater length than was possible in Chapter 2, including performance, funding, transportation and land use planning, services, and opportunities to improve performance.

Performance charts included with each county profile show only those worksites that have been in the CTR Program since 1993. (These charts are identical to the charts in Chapter 2.) Statewide, this group represents 48 percent of the participating work sites and 58 percent of participating employees.¹ The worksites participating in CTR since 1993 produce most of the trip reduction in each county.

These sites offer a consistent base point for comparisons, making it possible to assess changes in the drive-alone rate. This approach also shows the effects of sustaining a program over time.

Services and support provided to employers

Statewide, and within each county, the CTR Program involves a complex network of partners that focus resources on the commute period. This network also shares best practices and problem-solving expertise.

The primary contacts are between the county or jurisdiction staff and the Employee Transportation Coordinators at worksites participating in CTR. The county or jurisdiction staff provides a range of services to their employers.

One-on-one technical assistance

County and jurisdictions staff supporting CTR work closely with each affected employer to develop, implement, promote, evaluate, and refine their CTR programs. Employers come into and go out of the program, which means that start-ups are always required. In addition, there's a significant level of turnover among Employee Transportation Coordinators. This means that training is always needed. Even if the worksite program is mature, a new coordinator may require considerable support to maintain success.

In most counties, all of the following types of technical support are provided. The jurisdiction staffs work closely with employers in:

- Preparing the annual reports that each worksite must submit, including making site visits
- Preparing for the biennial surveys as well as reviewing and interpreting survey results
- Forming vanpools and arranging ride-matching
- Supporting worksite committees

¹About 320,000 people work at the 525 sites that have been in the program since 1993. Having consistent data for these sites makes it possible to evaluate changes in the drive-alone rate. Nearly 236,000 people work at another 562 sites that began participating in CTR after 1993. For more information about measurement and impacts, refer to Chapter 1 and Appendix C.

- raising awareness of management
- creating parking programs and providing materials, including preferential parking signs

Some jurisdictions also work with their employers to develop grant applications.

Employer training

All jurisdictions offer basic training courses that provide the foundation for successful commute programs. In some areas, these courses are two days long; in other areas, the courses may be shorter or broken up into segments. Training may be offered to members of CTR committees that are often formed at large worksites to help with policy development and implementation. In most counties, State staff contributes training curriculum and instructors.

In addition, most jurisdictions offer other networking meetings for Employee Transportation Coordinators several times a year. Scholarships may be offered to coordinators to attend workshops sponsored by the Washington State Ridesharing Organization.

Marketing assistance and education

All jurisdictions offer assistance marketing commute programs at the worksites. Most counties offer at least two turnkey campaigns encouraging employees to try a new commute. These spring and fall campaigns are offered regionally to take advantage of efficiencies of scale. All offer promotional materials and prize drawings as incentives for participants. Some areas also participate in a spring bicycling campaign or offer their own campaigns, such as Snohomish County's customized vanpool marketing campaign, or another local campaign, such as Air Watch in Spokane.

Jurisdiction staff also:

- Mount transportation fairs at worksites to familiarize employees with their commute options
- Maintain web sites where Employee Transportation Coordinators can find information
- Maintain ride-matching systems online
- Provide guidance and support with marketing and communications
- Distribute public transportation schedules and information about park and rides

Guaranteeing a ride home

This is the back-up plan for ride-sharers when they experience an emergency situation, such as a sick child. Each county or jurisdiction provides a guaranteed ride home program. The program pays taxi fares or may reimburse employees for their taxi fares.

Counties and local jurisdictions offer these programs to CTR employers either free or at reduced cost and most use local rather than CTR funds to do so. Large employers may offer their own guaranteed ride home programs.

Employer recognition

Recognition is an important strategy for gaining management support of the CTR Program and selling the benefits of employee commute benefits to the business community. A number of counties stage awards events each year to highlight the hard work and effective strategies of successful employers and Employee Transportation Coordinators, and sometimes the commitment of commuters. The following counties mount employer recognition programs:²

- Commuter Challenge, King County—Diamond Awards
- Pierce County—Summit Awards
- Snohomish County—Visionary Awards
- Spokane County—Way to Go Awards

Clark County

WSDOT contracts with Clark County for program administration. Clark County and the county's three affected cities (Vancouver, Camas, and Washougal) use the state funds to contract with C-TRAN, Clark County's transit system, to implement the program day to day. The jurisdictions maintain oversight through an interjurisdictional oversight committee.

There are 51 worksites in Clark County that are required to participate in CTR. Twenty-two of the sites have been participating since 1993; for those sites, complete data is available. Currently, the CTR Program doesn't address congestion created by the 60,000 people (one-third of the county's workforce) who commute to employers in Oregon each morning.

Performance

Over the past decade, Clark County has been very successful in its economic development efforts. This has led to increased employment as well as increased traffic congestion. As the county's transportation challenges have become more apparent, local officials have begun emphasizing the need and benefits of the CTR Program.

Performance has improved since the county hired a full-time CTR administrator in the fall of 2000 to support the worksites. As a result, performance has improved significantly, especially for the 22 sites that have been in the program since 1993. CTR performance is constrained by reductions in transit service following the loss of the Motor Vehicle Excise Tax in 1999–2000.

Table B-1, on the following page, shows the performance of the worksites that have been in Clark County's program since 1993.³ In 2003, employees at Clark County worksites participating in the CTR Program since 1993 made 1,206 fewer vehicle trips each weekday morning and eliminated 6.2 million miles of vehicle travel annually.



There are 51 CTR worksites in Clark County.

²The Task Force selects the most outstanding worksite programs statewide to receive Governor's CommuteSmart Awards each year.

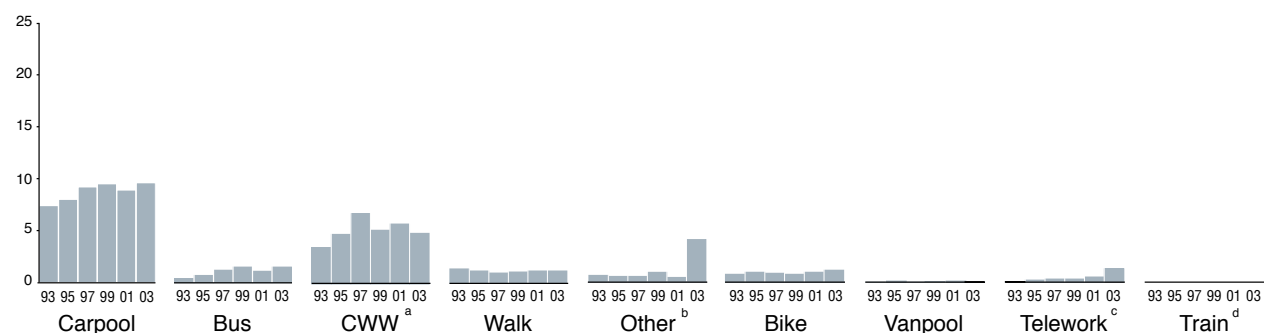
³Worksites participating in CTR since 1993 produce most of the trip reduction in each county. For more detailed information on CTR performance at the county level, see Appendix B. For a discussion of strategies for measuring CTR performance, refer to Chapter 1 of this report and to supporting documents, available online at www.wsdot.wa.gov/tdm.

Table B-1 CTR performance in Clark County*22 sites with data since 1993*

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	85.8	—	—
1995	83.7	226	1.3
1997	80.2	596	3.2
1999	80.6	487	2.7
2001	81.1	487	2.7
2003	76.2	1,206	6.2

*VMT refers to vehicle miles traveled.

Figure B-1, below, shows the commute choices made by employees at the 51 worksites participating in CTR since 1997. In Clark County, employee carpooling to CTR sites increased 7.7 percent between 2001 and 2003. At 9.6 percent of the commute trips to CTR sites, carpooling in Clark County is the highest it has ever been in the ten-year history of the program. Cycling use also increased between 2001 and 2003.

Figure B-1 Clark County commute choices (other than driving alone)*made by employees at the original 51 worksites*^aCompressed work week.^bOn the worksite surveys, "other" is a category for people whose commute option is not listed. Responses include people who rollerblade or kayak to work.^cWorking from home or a location closer to home than the primary worksite.^dExcept in King County, numbers for the train are microscopic.

Transportation and land use planning

CTR is included in the "Outline of TDM Strategies" for the regional Metropolitan Transportation Plan. All regional transportation-related (and TDM-related in particular) projects include discussion of the effects of CTR in the vicinity. The CTR administrator (currently C-TRAN) is an active member of several local and regional transportation-related advisory committees.

CTR is an integral part of Clark County's transportation plan. CTR, its goals and program elements, are referenced throughout the plan.

Funding and expenditures

The Clark County program consists of one full-time position plus another one-quarter position to assist in program management, both at C-TRAN, the local transit agency. State funds support approximately 0.8 of the full-time position, with local funds used to support the balance of the full-time position as well as the one-quarter position. For July 1, 2001–June 30, 2003, the county received \$160,000 in state funding to support worksites, with another \$29,073 allocated based on past performance. Local funding amounted to just under \$63,000 for 2001–2002.

Clark County's expenditures of funds for CTR, by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
19.2%	0.8%	64.7%	15.3%

Activities and support

Direct one-on-one service is the basis of Clark County's CTR Program. Staff time is occupied with visiting worksites as often as possible, responding to every phone call and email as quickly as possible, and meeting other needs of ETCs. C-TRAN provides bi-monthly networking luncheons for ETCs, with training sessions, that are well attended. Providing incentives for campaigns and persuading area businesses to donate has played an important role in raising awareness of CTR.

Improvement opportunities

Clark County and the cities of Vancouver, Camas, and Washougal are recognizing the benefits of CTR. Increasing the local support through cultural changes, promotion, and better enforcement mechanisms will improve performance. In addition, better education and support for private employers will translate into more trip reduction.

Stable funding is critical to improving the program in Clark County. Uncertain funding undermines management confidence in the program in both the public and private sectors; it also makes planning difficult.

King County

King County has 20 jurisdictions required to participate in CTR and a total of 596 participating worksites. More than 100 CTR worksites are located in central business districts with limited and/or expensive parking and excellent transit service while over 200 suburban sites have ample, free parking and little or no transit service.

The chart below lists the jurisdictions and the number of affected worksites in each jurisdiction:

Jurisdiction	Affected Worksites	Jurisdiction	Affected Worksites	Jurisdiction	Affected Worksites
City of Auburn	10	City of Issaquah	9	City of Seattle	263
City of Bellevue	54	City of Kent	32	City of Shoreline	6
City of Bothell	14	City of Kirkland	16	City of Snoqualmie	5
City of Burien	2	City of Mercer Island	3	City of Tukwila	23
City of Des Moines	2	City of Redmond	48	City of Woodinville	5
City of Enumclaw	2	City of Renton	24	Unincorporated King County	5
City of Federal Way	14	City of SeaTac	18		

WSDOT contracts directly with the cities of Bellevue, Bothell, Federal Way, Issaquah, Kent, Redmond, Renton, SeaTac, Seattle, Snoqualmie, and Tukwila, for program administration, and with King County for program administration in the remaining affected cities (Auburn, Burien, Des Moines, Enumclaw, Kirkland, Mercer Island, Shoreline, Woodinville and Unincorporated King County). All of the cities that WSDOT contracts with directly, with the exception of Bothell, Kent, and Redmond, contract with King County Metro to perform day-to-day program implementation.

Kent and Redmond are responsible for their own program implementation and contract with King County Metro for training. The City of Bothell contracts with Community Transit for day-to-day program implementation and with King County Metro for Program Review.

Performance

At the 259 King County worksites participating since 1993, the drive-alone rate has dropped by nearly 10 percent since 1993. The county leads the state in the percentage of transit and carpooling trips. The county's bus share has been increasing, especially for worksites in Seattle and in Bellevue, despite the poor economy.

Recent economic trends have constrained the ability to change commute habits in King County. Many parts of the county have experienced an increase in commercial building vacancy rates, resulting in more and cheaper parking for remaining tenants. Lower vacancy rates also translate into lower employment



More than 100 CTR worksites are located in central business districts with limited and/or expensive parking and excellent transit service while over suburban 200 sites have ample, free parking and little or no transit service.

densities that make it more difficult to form carpools and vanpools. Substantial lay-offs in the high-tech industry, among the airlines, and in the airplane-manufacturing sector, particularly in South King County, have reduced carpools and vanpools at sites that typically have had excellent rideshare programs. Following layoffs, remaining employees are often asked to take on more work: this results in longer and more variable work hours, encouraging employees to commute alone to work.

Table B-2, below, shows the performance of worksites that have been in King County's program since 1993.⁴ The drive-alone rate has increased slightly since 2001; however, more trips continue to be reduced, because trips are being redistributed to higher-efficiency modes. A decrease in carpooling has been nearly offset by an increase in transit use, as seen in Figure B-2 (on the following page). Since switching from carpooling to bus riding increases the average occupancy of the vehicles, the effect is to reduce the number of commute vehicle trips made to CTR sites.

Table B-2 CTR performance in King County

259 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	58.8	—	—
1995	56.8	3,037	12.6
1997	54.4	5,027	30.0
1999	54.2	8,414	54.3
2001	52.8	9,983	66.9
2003	53.2	11,018	76.7

*VMT refers to vehicle miles traveled.

In 2003, employees at King County worksites participating in the CTR Program since 1993 made 11,018 fewer vehicle trips each weekday morning and eliminated 76.7 million miles of vehicle travel annually.

Figure B-2, on the following page, shows that employees commuting to sites in King County are riding the bus more frequently, primarily for worksites in Seattle and Bellevue. Between 2001 and 2003 bus ridership to CTR sites increased nearly 2 percent. This is a significant change as ridership for the entire King County Metro system decreased 3.3 percent between 2001 and 2002.⁵ This increase reflects the refinement of transit routes, the active promotion of transit at the worksite, and the increasing number of employers providing a transit subsidy or allowing employees to purchase bus passes with pre-tax dollars.



Nearly 85 percent of the 1,350 vanpools in the Puget Sound region bring employees to CTR worksites.

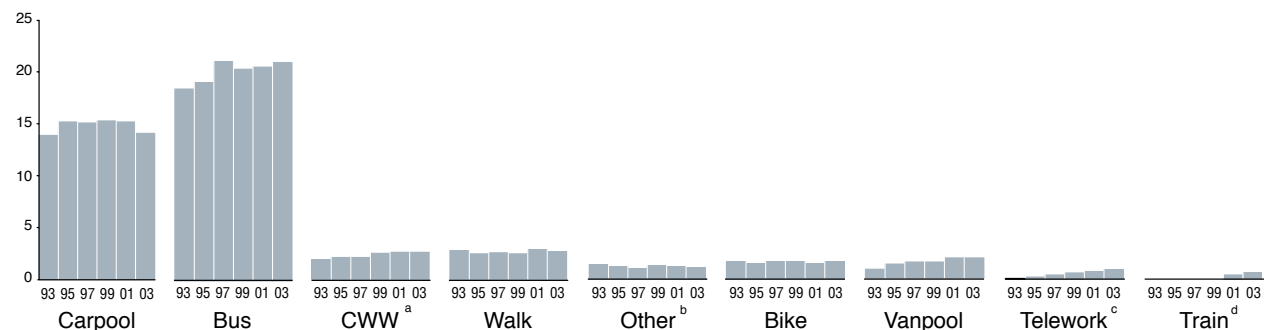
VanShare at Alaskan Copper and Brass, Seattle

"Our CTR Representative at Metro is a great resource. We never had any sort of van-share program until she helped us set one up. She provides ideas which help me encourage employees to do something other than driving alone to work."

— Vern Arendse,
Employee
Transportation
Coordinator

⁴See Appendix B, note 3.

⁵King County Metro system provides both commute and non-commute services; the decrease in ridership 2001-2002 was for the entire system.

Figure B-2 King County commute choices (other than driving alone)*made by employees at the original 259 worksites*

a,b,c,d See notes to Figure B-1.

**BERGER/ABAM
Engineers**

"My Employer Transportation Representative at King County Metro helps with ideas and suggestions about running our CTR Program. Our representative greatly increases the effectiveness of our CTR Program. She's an important asset."

—Sherry Gibbs,
Human Resources
Assistant/ Employee
Transportation
Coordinator

Funding and expenditures

State funds support ten full-time positions in King County.

City/County	Full-time Employees
City of Kent	.8 FTE
City of Redmond	1.0 FTE
City of SeaTac	.5 FTE
City of Tukwila	.5 FTE
King County	7.2 FTE (contracted city CTR liaisons)

For July 1, 2001–June 30, 2003, the county received \$1,490,052 in state funding to support worksites, with another \$392,404 allocated based on past performance. In 1993, the CTR funding in King County was \$2,040 per site. In 2003, the funding is \$1,588 per site, a decrease of 22 percent or about \$452 per site per year. The county's expenditures by category are shown below.

King County's expenditures of funds for CTR, by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
13.5%	0.6%	72.6%	13.3%

State CTR funds are used by King County and local jurisdictions to provide direct service to all CTR employers. The services include assisting with program development, reviewing employer programs, providing employer training and network opportunities, conducting goal measurement surveys, and implementing and marketing employer commute programs.

The county supported CTR with more than \$554,000 of its own funding in 2003. Most King County jurisdictions contribute additional local funds to the program and have also developed services using funds from the federal Congestion Mitigation and Air Quality Improvement Program, also known as CMAQ. In addition, local jurisdictions leverage CTR funding to create complementary programs, such as the City of Seattle's carpool parking program, the Bellevue Access Project, and Redmond's R-TRIP program.

Transportation and land use planning

The CTR Program supports the State's Growth Management Act and CTR-affected jurisdictions throughout the County incorporate the promotion of commute alternatives in their comprehensive plans. By incorporating CTR plans into neighborhood or citywide comprehensive plans, jurisdictions increase their options for meeting that demand.

The requirements of the CTR Law include regular measurements (biennial surveys) whose results provide consistent and reliable commuting data that planners and policy-makers can use to make decisions. As changes to the transit system are considered, transit planners utilize the CTR-communication network we have in place with employers and their employees.

Activities and support

King County jurisdictions use state CTR funding to provide services directly to employers. A Transportation Representative is assigned to each affected employer and works with the employer to develop, implement, evaluate and refine their CTR Program. Employer representatives receive reminders and technical assistance for submitting annual program reports and conducting the biennial goal measurement surveys. They also receive assistance in seeking grant funding for innovative programs as well as securing management support for program refinements. Training for new ETCs is offered once each quarter in King County, and in most cases, the cost of the training is covered by the jurisdiction. In addition, employers are provided with regular networking opportunities as well as regular communications about commuting issues and services, road closures, construction updates, transit service changes, and vanpool formations. Employers are given at least two turn-key promotions each year.

Improvement opportunities

Jurisdictions will continue to make the most efficient use of available funds to provide those services required by law and those employers that are most supportive of trip reduction. Whenever possible, King County and local cities will continue to provide services that take advantage of economies of scale.

King County plan to continue to use Employer Recognition as a way to gain management support of the CTR Program and to sell the benefits of employee commute benefits to the business community. We will continue our regional promotional activities to increase awareness and take advantage of economies of scale. We will continue to proactively target business clusters with a CTR "anchor" with our messages, tools, and outreach efforts. Lastly, as the transportation infrastructure changes, we will continue to build connections between systems to ensure use by commuters.

National model developed at Puget Sound Naval Shipyard

Puget Sound Naval Shipyard's successful program centers on the Transportation Incentive Program, or TIP. By showing a TIP pass, employees receive free commute trips on Kitsap Transit's routed buses, worker driver buses, vanpools, and the Port Orchard passenger-only ferry. Transit ridership increased 42 percent in a few months and 40 more vans had to be ordered to keep up with demand.

Kitsap County

WSDOT contracts directly with Kitsap Transit on behalf of Kitsap County and the four affected cities, Bremerton, Port Orchard, Poulsbo, and Bainbridge Island. Through interlocal agreements with each of the jurisdictions, Kitsap Transit administers all elements of the CTR Program.

In the last two years, the Federal Transportation Incentive Pass (TIP) program has had a huge impact in reducing drive-alone commuting to the thirteen affected federal worksites located within Kitsap County. This program was aggressively developed and implemented by Kitsap Transit and the United States Department of Transportation. Under this program, all federal employees can register for a pass that allows them to ride free on any of Kitsap Transit's services. Kitsap Transit is currently providing over 54,000 trips per month under the TIP program.

Kitsap Transit recently purchased the privately owned Bremerton/Annapolis/Port Orchard passenger-only ferry service. When Kitsap Transit halved the fare, ridership increased. This passenger-only ferry service provides an alternative to driving from the Port Orchard area to Bremerton where several affected worksites are located. Over 50 percent of the foot-ferry riders work for an affected employer located within the gates of Naval Station Bremerton.

Performance

When the Navy increased security at their facilities following the 9/11 attack, the TIP program went into high gear. Carpooling, vanpooling, and bus use skyrocketed. This dramatic increase is evident in Table B-3, below, which shows the performance of worksites that have been in Kitsap County's program since 1993.⁶

Table B-3 CTR performance in Kitsap County

23 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	59.5	—	—
1995	61.3	147	0.7
1997	58.3	259	1.4
1999	61.9	+322**	+2.3
2001	61.4	+339	+2.6
2003	51.6	1,501	9.9

*VMT refers to vehicle miles traveled.

**A plus sign (+) indicates numbers of trips and miles increased over the baseline numbers identified in the county's initial survey. Other numbers represent reductions.

There are 37 CTR worksites in Kitsap County.

⁶See Appendix B, note 3.

Figure B-3, below, also shows the growth in carpooling, riding the bus, and walking in Kitsap County. Employees commuting to worksites in Kitsap County chose vanpooling (3.6 percent) at a rate nearly double the eight-county average.

Funding and expenditures

For July 1, 2001–June 30, 2003, the county received \$160,000 in state funding to support worksites. State funds support approximately two full-time positions at Kitsap Transit. State funds are used to develop services for employers, help develop programs and review them, train employers, and conduct marketing and outreach. Kitsap Transit also contributes local funds to support the CTR Program. (Expenditures by category are shown below.)

Kitsap County's expenditures of funds for CTR, by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
20.2%	0.0%	18.8%	60.9%

Transportation and land use planning

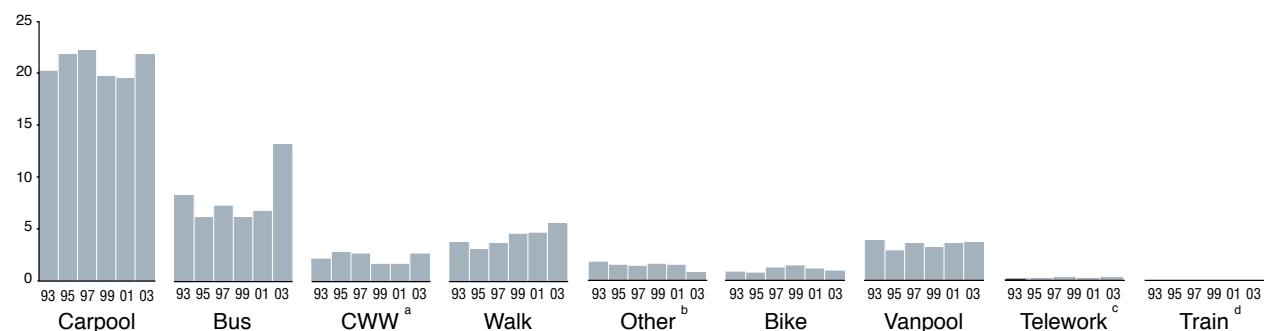
The CTR Law is incorporated into the comprehensive plan for Kitsap County. One major strategy of the plan is to “manage transportation demand to reduce total demand, shift demand from private automobiles to transit or other travel modes, shift travel from peak travel times to less congested times, or shift travel from congested corridors to less congested corridors; and limit future growth to reduce the demand for travel.”

The following Kitsap County transportation goals support CTR:

- Encourage efficient multi-modal transportation system based on regional priorities, and in coordination with State, County, Tribe, and city comprehensive plans.
- Provide the public with choices among modes of travel.
- Emphasize moving people rather than vehicles.
- Minimize environmental impacts by the transportation system.
- Encourage travel patterns and mode choices that efficiently use available physical, financial, environmental, and energy resources.

Figure B-3 Kitsap County commute choices (other than driving alone)

made by employees at the original 23 worksites



^{a,b,c,d}See notes to Figure B-1.

- Coordinate land use and transportation planning to help manage growth.
- Encourage low- to high-density housing near all ferry terminals to reduce motorized transportation.
- Support mass transit.
- Use mass transit to the greatest extent feasible as an alternative to the single-occupant vehicle.
- Maximize the opportunity for non-motorized travel, including development of greenways.
- Create a continuous non-motorized transportation system, which integrates on and off-road facilities.

Activities and support

Kitsap Transit provides three programs in one in its Smart Commuter Program. All affected employers are participating in the program.

Rideshare Vehicle Registration Program

Affected worksites designate preferential parking spaces as “Rideshare Vehicle Only” spaces. To park in these spaces, employees must register with Kitsap Transit as a Smart Commuter—a commuter who walks, bicycles, vanpools, carpools, or takes a bus to work. Kitsap Transit provides the parking signs and issues each car/vanpool a permit that must be displayed in the vehicle. At worksites with limited parking, having one’s own preferential parking space provides sufficient incentive to rideshare.

Guaranteed Ride Home Program

This program provides a free ride home, via taxi if necessary, to registered participants who unexpectedly cannot use their normal rideshare home.

Smart Commuter Discount Card Program

Kitsap Transit provides a Smart Commuter Discount Card enabling participants to receive discounts on merchandise and services from over 100 local businesses.

Information and registration forms for the Smart Commuter Program are available at <http://www.kitsaptransit.org>, under “Commuter Services.” This web site also allows employees to register in a ride-match program, and/or to enter their names on a list of vanpool riders “wanted” or “waiting.”

Kitsap Transit maintains a database of all registered Smart Commuters. Each month, Kitsap Transit sends affected employers a list of their registered Smart Commuters.

Kitsap Transit also conducts transportation fairs at all affected worksites. At these fairs, Customer Service Specialists are on-hand to provide a variety of rideshare information.

Improvement opportunities

Kitsap Transit is working with the Navy to identify other strategies to encourage ridesharing. This will help the county create space on its roadways while speeding up movement of personnel on and off the bases.

As part of the tight security in effect for Naval Station Bremerton and the Puget Sound Naval Shipyard, parking private vehicles in the central industrial area is now prohibited. As a result, there are only 5,400 parking spaces available for as many as 18,000 federal/Navy employees. Most of the spaces are already designated as Rideshare Vehicle Only parking.

To address the parking shortage, the Navy may open a gate into Naval Station Bremerton and the Puget Sound Naval Shipyard just for high-occupancy-vehicles. In addition, its largest parking lot might be converted into an HOV-only lot during morning peak hours. Kitsap Transit would register vehicles using this lot in the Rideshare Vehicle program.

The Navy has also contracted with the City of Bremerton to use the parking area of a local community park for a park and ride lot. If it becomes mandatory for some Navy personnel to park at this lot, Kitsap Transit will increase an existing shuttle service on an “as-needed basis.”

Pierce County

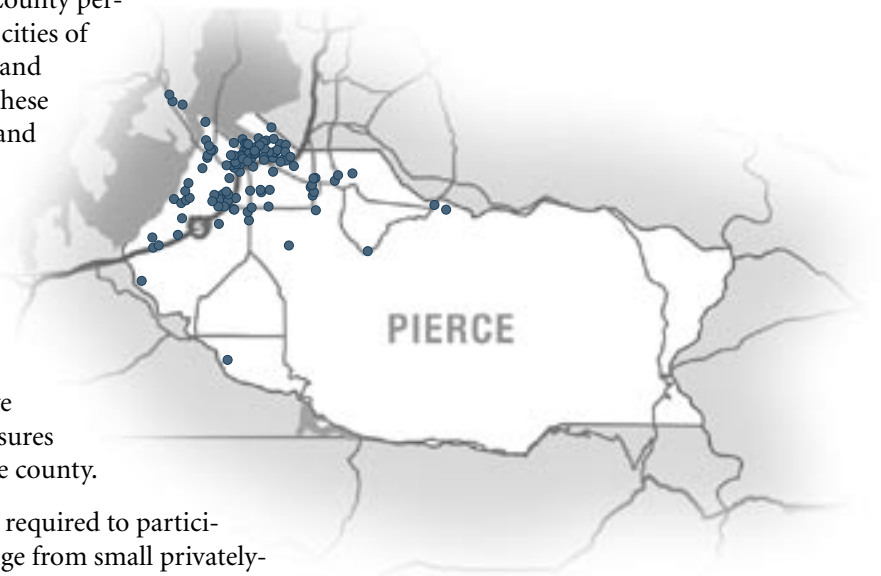
WSDOT contracts with Pierce County for program administration. CTR efforts in Pierce County are a cooperative approach between the jurisdictions and Pierce Transit. Through interlocal agreements, Pierce County performs program development and review for the cities of Buckley, Dupont, Lakewood, Puyallup, Sumner, and University Place. The City of Tacoma performs these functions for employers in the cities of Tacoma and Fife. Through an interlocal agreement, Pierce Transit helps the jurisdictions provide employer services, employer training, and conduct program marketing and outreach activities. Pierce County, Pierce Transit, and the City of Tacoma have established a CTR Technical Work Group (TWG) that meets on a regular basis to create effective and efficient programs. This cooperative agreement reduces duplication of efforts and ensures CTR is administered consistently throughout the county.

There are 84 worksites in Pierce County that are required to participate in CTR. The size and type of employers range from small privately-owned firms, medium-sized manufacturing plants, and large federal facilities like Fort Lewis and McNeil Island Penitentiary. Of the worksites, 17 are located in downtown Tacoma, 7 are rural, and the remaining 60 are suburban.

Downtown Tacoma has excellent transit service with 27 routes converging at the Commerce Street hub, brand-new light rail that opened August 2003, and the Tacoma Dome multi-modal station offering bus and commuter rail connections. Due to this excellent service, the majority of the 17 CTR-affected employers located in downtown offer generous subsidies that either pay a portion or the entire cost of a monthly bus pass or vanpool fare. The University of Washington-Tacoma downtown campus was the first worksite to create and offer a Flex Pass program to employees and students in Pierce County, starting in 2002.

Outside of downtown Tacoma, the county is predominately suburban and rural with the majority of CTR employers spread out. Typical barriers for suburban/rural sites are an overabundance of employee parking and limited bus service. These can greatly influence employees' decision to drive alone. At many of these sites, carpooling is the most popular mode choice while vanpooling has steadily become more popular with employers. These sites are encouraged to offer vanpool subsidies and carpool incentives such as preferential parking. Grants and promotions offered in Pierce County support these efforts.

Pierce County also provides support to smaller employers. Five worksites located in Tacoma voluntarily participate in and meet the requirements of CTR, including surveying employees. Most of these voluntary employers are located downtown and use CTR as a tool to assist with employee parking shortages. In addition to the support given to these employers, Pierce Transit has created a "small employer" program, which provides assistance to smaller employers such as offering on-site bus pass sales. Currently, 27 employers participate in this program.



There are 84 CTR worksites in Pierce County.



Since 2001, bus ridership increased significantly at the 525 worksites that have been participating in CTR since 1993.

Tacoma Public Utilities proves that creativity counts

Tacoma Public Utilities (TPU) decreased its rate of vehicle miles traveled by nearly 23 percent with the Consider Alternative Transportation program. Participants receive a lottery scratch ticket and enter a monthly drawing for prizes. To increase employee membership, they introduced Catapult, a feature offering new ridesharing employees one dollar a day for six months.

Performance

Table B-4, below, shows the performance of worksites that have been in Pierce County's program since 1993.⁷ In 2003, employees at Pierce County worksites participating in the CTR Program since 1993 made 942 fewer vehicle trips each weekday morning and eliminated 5.9 million miles of vehicle travel annually.

Table B-4 CTR performance in Pierce County
51 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	84.6	—	—
1995	82.5	308	2.1
1997	78.7	928	5.9
1999	79.7	1,107	7.5
2001	77.8	1,545	10.2
2003	80.6	942	5.9

*VMT refers to vehicle miles traveled.

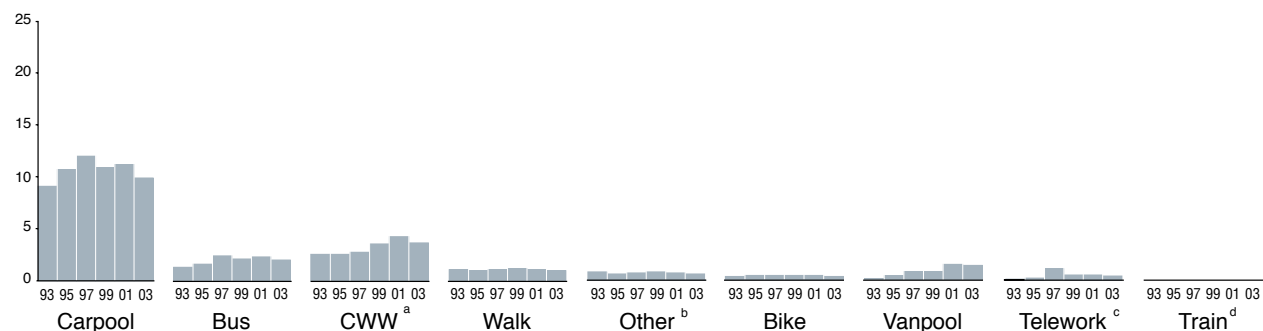
Figure B-4, below, shows the commute choices made by employees at the 51 Pierce County worksites participating in CTR since 1993.

Funding and expenditures

For July 1, 2001–June 30, 2003, Pierce County received \$204,469 in state funding to support worksites, with another \$144,466 allocated based on past performance. During the last biennium, Pierce County invested a total of \$721,664 in employer support programs and program review. These funds included state funds, local funds, and federal grants. This means that Pierce County was able to leverage over \$1 in local and federal dollars for every state dollar provided to the County. These

Figure B-4 Pierce County commute choices (other than driving alone)

made by employees at the original 23 worksites



^{a,b,c,d}See notes to Figure B-1.

⁷See Appendix B, note 3.

funds were used to support program development and review, employer-based promotions, employer services, outreach, training, recognition, and other appropriate activities. Pierce County was able to use state and local funds to leverage federal funding and employer commitment to subsidies.

Pierce County's expenditures of state funds by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
37.8%	17.3%	44.9%	0.0%

In Pierce County, 37.8 percent of the funding is spent on administration, which represents actual staff time to develop and implement employer services, program review, grant programs, and other required state tasks such as conducting the state measurement survey and reporting to WSDOT. Unlike other counties that classify staff time as employer support, historically Pierce County has classified this staff time as an administration cost. The largest amount of funds (44.9 percent) is used to provide materials, resources, services, a recognition program, and one-on-one assistance directly to CTR-affected and voluntary employers.

Transportation and land use planning

Transportation demand management and CTR have been integrated in jurisdiction growth management plans, community plans, non-motorized plans, and zoning codes. For instance, the City of Tacoma's Destination Downtown Plan emphasizes pedestrian and transit-oriented development. To help promote this type of development, the City adopted new zoning codes that significantly reduce the parking requirements in the downtown area. Additionally, the City of Tacoma's General Land Use Plan has identified sixteen mixed-use centers around the city. Mixed-use centers are the primary focus for new development and are expected to be areas of compact, medium to high-density development, which are pedestrian-oriented and support public transit. In addition to reduced parking requirements, pedestrian streets have been designated in each center based on pedestrian use, traffic volumes, transit connections, and visibility.

Non-motorized partnerships in the county have resulted in the 26-mile Foothills Trails Project and a Pierce County Bicycle Guide. In the City of Tacoma, over 20 miles of bike lanes and fog lines have been established along the city's major arterials. Currently, 15 additional bike lanes and trails have been identified in the City's 6-Year Street Program, including the Narrows Bike Corridor along SR-16.

Pierce County is home to the Tacoma Dome Station, which provides the most comprehensive multi-modal hub in the state, serving three transit systems, commuter rail, and light rail. Pierce Transit operates one of the largest vanpool programs in the State with a fleet of 260 vehicles. Twenty-two park-and-ride lots throughout the County provide convenient places to catch the bus or meet your carpool or vanpool. In addition, all buses have bike racks installed on the front and a few park-and-ride lot locations offer bike lockers.

Activities and support

Employers receive a host of support services and products through a cooperative approach between the jurisdictions and Pierce Transit. These services and products are provided free of charge to the employers.

- **Grant opportunities:** In the past, grant programs have funded subsidies, incentives, bicycle parking, and other employer needs.
- **Personalized assistance:** Staff time is devoted to helping employers form vanpools, mounting transportation fairs at their sites, customizing promotional materials, supporting committees and management, arranging ride-matching, and providing information boards and preferential parking signs.
- **Four employer campaigns** (including a year-long promotion and promotional materials) designed to encourage employees to try a new commute. All offer prize drawings for participants. Promotional materials are provided throughout the year.
- **Employer training:** All Employee Transportation Coordinators and their committee members are offered a two-day basic training course that provides the foundation for successful employer programs. Three to four times a year coordinators are also invited to other network and training opportunities. Scholarships are offered to Coordinators to attend outside training opportunities such as workshops sponsored by the Washington State Ridesharing Organization.
- **Emergency Ride Home:** This is a ride-sharer's back-up plan to get home when they experience an emergency situation, such as a sick child. The program reimburses employees for their taxi fares.
- **Summit Awards:** Annual awards are presented to the top employers and quarterly awards are presented to the top ride-sharers.

^aSee Appendix B, note 3.

The future of CTR

As the second most populous county in the state, Pierce County recognizes the role transportation plays in our economy and quality of life. The answer is not in how well we move vehicles, but in how well we move people and the feasibility of the transportation options we provide the public. CTR will continue to be part of the mobility equation that keeps our citizens and goods on the move.

Pierce County's CTR Program offers an array of support services to employers, from grant programs to one-on-one assistance. In the future, these services will continue to provide the foundation for Pierce County's CTR efforts. The County strives to offer effective programs that meet the diverse needs of our employers. The Pierce County Technical Work Group continually evaluates and improves these programs to identify the best strategies to encourage trip reduction. The County will continue to use its leveraging power to form new partnerships and gain additional funds in order to offer new and innovative programs to its employers.

Specific programs the county may undertake in the future include:

- Area-specific and employer-specific Flex Passes
- Downtown subsidy promotion
- CMAQ funding opportunities
- Performance-based employer grants
- New promotions and marketing

Snohomish County

WSDOT contracts with Snohomish County to implement the CTR Program in the cities of Arlington, Edmonds, Lynnwood, Marysville, Monroe, Mountlake Terrace, and Mukilteo, and in the unincorporated county. Everett and Bothell contract directly with WSDOT. Approximately 50 percent of the state funds provided to the county are contracted through interlocal agreements to Community Transit which uses the funds to provide employer services, program development, and employer training, in addition to marketing and outreach activities. The remaining state funds are used to support program review and are split between Snohomish County and the above-mentioned cities (excluding Everett and Bothell).

Snohomish County now includes 92 CTR-affected worksites. From 1993–2003, Community Transit worked with all worksites. Beginning in July 2003, Community Transit works with 62 of these sites in addition to 15 CTR-affected worksites in King County (City of Bothell). The City of Everett began providing CTR services to the remaining 30 worksites in Everett in July 2003.

Snohomish County's successful performance is based on a high level of employer buy-in and the retention of trained Employee Transportation Coordinators. The local business community has embraced CTR and incorporated it into a business philosophy. This is reflected in the number of Snohomish County businesses that have received local and regional recognition. Many Employee Transportation Coordinators in the county have worked on CTR for several years, developing extensive knowledge and skills related to trip reduction.

In addition, Community Transit has strengthened its CTR Programs by partnering with service providers outside its borders, such as the Greater Redmond Transportation Management Authority. In this way, Community Transit has provided its employers with additional promotional opportunities.

Performance

Between 1993 and 2003, the drive-alone rate for worksites participating in CTR since 1993 has declined nearly seven percent. Of these worksites, 76 percent have made progress reducing their drive-alone rates. Table B-5, on the following page, shows the performance of worksites that have been in Snohomish County's program since 1993.⁹



Snohomish County now includes 92 CTR worksites.

⁹See Appendix B, note 3.

Table B-5 CTR performance in Snohomish County*48 sites with data since 1993*

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	85.9	—	—
1995	82.1	392	1.8
1997	80.1	459	2.5
1999	78.7	1,115	6.3
2001	80.2	889	5.3
2003	79.9	701	3.5

*VMT refers to vehicle miles traveled.

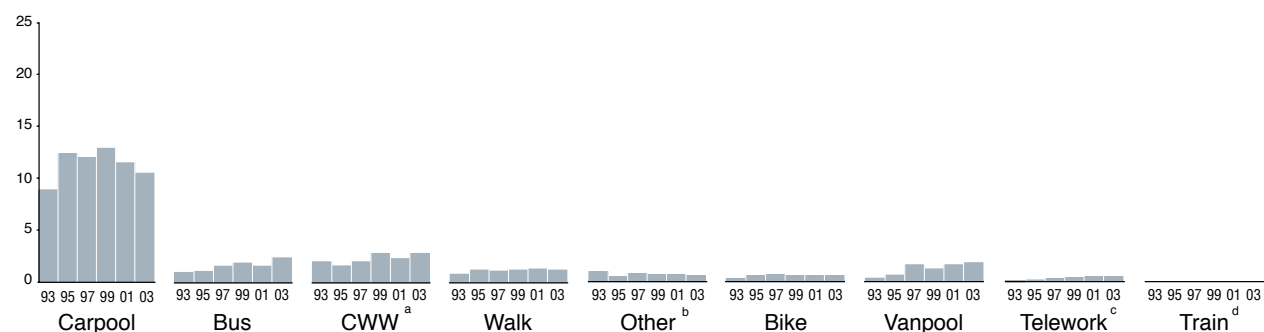
In 2003, employees at Snohomish County worksites participating in the CTR Program since 1993 made 701 fewer vehicle trips each weekday morning and eliminated 3.5 million miles of vehicle travel during the year.

Figure B-5, below, shows the commute choices made by employees at the Snohomish County worksites participating in CTR since 1993. Vanpooling accounts for a small share of total commute trips in Snohomish County. However, between 2001 and 2003, vanpooling increased by more than 14 percent.

Funding and expenditures

For July 1, 2001–June 30, 2003, Snohomish County received \$238,752 in state funding to support worksites, with another \$27,033 allocated based on past performance.

Community Transit funds two full-time positions within the organization's budget, thus using 100 percent of the state funds for CTR to develop and support employer programs and services. (Expenditures of state funds are summarized below.) Federal grants have also been secured as an additional funding source for employer products.

Figure B-5 Snohomish County commute choices (other than driving alone)*made by employees at the original 48 worksites*

a,b,c,d See notes to Figure B-1.

Snohomish County's expenditures of state funds by category*July 1, 2001–June 30, 2003*

Administration	Training	Support and Services	Other
25.5%	0.4%	62.1%	12.1%

Transportation and land use planning

Snohomish County incorporates CTR into the larger context of county transportation and land use planning. Countywide planning policies direct communities to “establish common policies and technical procedures for transportation demand management programs that reduce trip-making and air quality impacts associated with development and major employers.” Through these policies trip reduction is incorporated in the Snohomish County Comprehensive Plan, and the comprehensive plans of the affected municipalities in Snohomish County.

Activities and support

Community Transit provides basic and advanced training for Employee Transportation Coordinators each year and also conducts quarterly networking meetings so that the Employee Transportation Coordinators can learn from one another. A minimum of two promotional campaigns are provided each year, in addition to one customized vanpool marketing campaign. The transit agency also provides and manages guaranteed rides home, helps market the use of alternatives to driving alone, provides supplies and training for parking management and distributes transit schedules. The CTR staff stages an awards event each year to highlight the hard work and effective strategies of successful employers, commuters, and Employee Transportation Coordinators.

In addition, Community Transit's Employer Outreach staff offers customized marketing materials and on site events and assists all employers in preparing for surveys and interpreting them. All of Community Transit's CTR products and services are free of charge to CTR employers.

Improvement opportunities

The greatest challenge the county faces with CTR is the shift-based nature of many of its employers. Jurisdictions work with these employers to customize on-site programs and incentives for shift employees. Long-range plans for CTR include extending services to employers that aren't required to participate. In addition, staff will facilitate relationships between CTR worksites and small worksites to maximize the potential for reducing trips.

Spokane County

WSDOT contracts with Spokane County for program implementation. Through interlocal agreements with the cities of Airway Heights, Cheney, Liberty Lake, Medical Lake, Spokane, and Spokane Valley, Spokane County performs all program functions.

There are 113 worksites in Spokane County that are required to participate in CTR; 54 worksites have participated since 1993.

As the lead agency for implementing CTR services since 1993, the county provides a consistent and comprehensive approach to CTR. All affected employers are treated equally, regardless of the jurisdiction in which they are located. This approach has resulted in a level playing field for all employers, fostered a cooperative spirit and has set a statewide example of intergovernmental cooperation and success.

A major reason for the success of CTR in Spokane County is the practice of providing one-on-one assistance to all employers and giving them the tools and services to be successful.

Between 2001 and 2003, the number of trips reduced in Spokane declined for reasons beyond the control of the CTR Program:

- Companies have downsized, breaking up carpools and vanpools and making ridesharing development more difficult. For example, Agilent Technologies, where there were 1,000 employees in 2001, now have a workforce numbering 350.
- Transit service has been reduced due to the loss of the Motor Vehicle Excise tax, reducing ridership. Bus routes were cut by 50 percent while the fare was increased.

Even taking into account these challenges, the drive-alone rate at these worksites increased by only two percent during the period. Table B-6, below, shows the performance of worksites that have been in Spokane County's program since 1993.¹⁰

Table B-6 CTR performance in Spokane County

54 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	80.7	—	—
1995	73.6	1,519	8.3
1997	71.3	2,034	10.3
1999	72.1	1,792	9.5
2001	72.1	1,956	10.7
2003	73.6	1,515	8.2

* VMT refers to vehicle miles traveled.

¹⁰See Appendix B, note 3.

There are 113 CTR worksites in Spokane County.

In 2003, employees at Spokane County worksites participating in the CTR Program since 1993 made 1,515 fewer vehicle trips each weekday morning than they did in 1993 and saved 8.2 million miles of vehicle travel.

Figure B-6, below, shows the commute choices made by employees at the Spokane County worksites participating in CTR since 1993. Spokane shows solid, moderate use of all commute options.

Funding and expenditures

State funds support approximately 3.8 full-time positions at Spokane County, supplemented by local funds and federal grants. For July 1, 2001–June 30, 2003, the county received \$235,078 in state funding to support worksites, with an additional \$111,575 allocated based on past performance. (Expenditures of state funds are summarized below.) State funds are used to develop employer services, support program development and review, provide employer training, and conduct program marketing and outreach activities. State funds have been supplemented by local funds and federal grants.

Spokane County's expenditures of state funds by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
4.9%	1.4%	92.1%	1.6%

Transportation and land use planning

The Spokane County Planning Department is considering an ordinance to reduce the number of required parking spaces provided when building or expanding parking facilities if the business is willing to use a number of existing spaces for ridesharing purposes. Spokane County considers the enhancement of multi-modal transportation when designing new roadways to include sidewalks and bicycle paths.

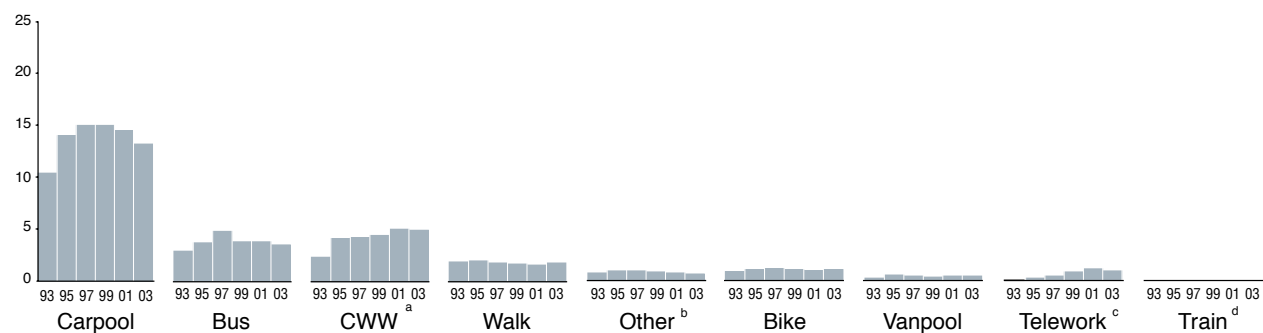
What does the CTR Program provide to Avista Corporation in Spokane?

"I can't even imagine not having the mentoring and support I receive from the CTR office. When I call the office a CTR rep is quick to respond with just what I need, whether it is clarifying rules or offering ideas about enhancing our program. They provide all the tools and assistance Employee Transportation Coordinators need to have a successful program."

—Linda Williams,
Executive Assistant

Figure B-6 Spokane County commute choices (other than driving alone)

made by employees at the original 54 worksites



^{a,b,c,d}See notes to Figure B-1.

Activities and support

The Spokane County CTR Office provides a variety of services to local employers affected by the Washington State CTR Law. Working closely with Employee Transportation Coordinators at 113 participating worksites across the county, CTR staff provide one-on-one assistance in developing, designing, implementing and maintaining employer programs to reduce commute trips.

Spokane County staff provides the following services to all CTR worksites:

- Employer outreach and support
- Employer training
- Technical services
- Ridematch services—Transmatch
- Educational materials for Employee Transportation Coordinators and employees
- Video library
- Web site
- On-line tracking calendar
- Guaranteed ride home
- Networking for Employee Transportation Coordinators
- Recognition program—Way To Go Awards
- Promotional services
- Regional promotional campaigns

Improvement opportunities

To improve the CTR Program in the future, the county plans to continue leading and supporting its 12 voluntary employers while accepting new participants.

The county also plans to continue improving the collection and distribution of information and materials via the web. In the summer of 2003, Spokane County launched an on-line commute-tracking calendar for all CTR-affected and voluntary worksites, mycommute.org.

The calendar minimizes the amount of time the Employee Transportation Coordinators must spend on CTR activities while achieving maximum results. At a glance, Employee Transportation Coordinators can review the total miles not driven, total pounds of air pollution saved, and modes used by each employee. Employees are no longer required to fill out hard-copy participation forms or calendars, saving time and money. The information is live, so the Employee Transportation Coordinator can access the reports anytime with the most current data.

Spokane County can also access all reports and data on all worksites currently online. At this time, 89 out of 119 employers are using the new calendar. Our goal is to have all our worksites use it so that we can provide marketing and promotion materials to all ETCs at any time.

Future plans include a message center, which would help promote more efficient and effective communication between ETCs and employees, and possibly using the information within the calendar for the survey process.

Thurston County

WSDOT contracts with the City of Olympia for program implementation at Olympia worksites, and with the Shea Group/Parametrix, a private consultant, for implementation in unincorporated Thurston County and the cities of Lacey, Tumwater, and Yelm. The Shea Group delivers employer services, supports program development and review, provides employer training, and conduct program marketing and outreach activities. The City of Olympia contracts with the Shea Group to perform these same functions for Olympia employers.

Supported by a strong work group of local, regional, state, and transit representatives, the Shea Group supports 63 worksites required to participate in CTR and 32 sites participating voluntarily. Of the sites required to participate, all but 6 are state or local government. This abundance of government sites is unique to Thurston County.

The services of Intercity Transit were significantly reduced due to the loss of revenue in 2000 from the Motor Vehicle Excise Tax. As a result, IT's service boundary was also reduced in late 2002. However, voters within the new boundary approved an increase in local sales tax for IT, which began in 2003. IT is now focused on re-establishing and enhancing service within the urban growth boundaries of Olympia, Lacey, Tumwater, and Yelm as well as on increasing its successful fleet of commuter vanpools. There are currently 75 active vanpool groups, with plans to add 10 more.

Performance

Thurston County's drive-alone rate increased slightly in 2003. Although transit ridership is up in the county, the bus share is down at CTR sites. Carpooling is down, as is the use of compressed workweeks. The Governor's 2001 Executive Order directing state agencies to increase the use of teleworking and flexible work hours should continue to increase use of these options.

Table B-7, below, shows the performance of worksites that have been in Thurston County's program since 1993.¹¹ In 2003, employees at Thurston County worksites participating in the CTR Program since 1993 made 512 fewer vehicle trips each weekday morning and eliminated 3.4 million miles of vehicle travel for the year.

Table B-7 CTR performance in Thurston County

50 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	79.6	—	—
1995	74.3	489	2.6
1997	73.5	641	3.6
1999	73.7	669	4.0
2001	75.2	475	2.9
2003	75.6	512	3.4

* VMT refers to vehicle miles traveled.

¹¹See Appendix B, note 3.



In Thurston County, 63 worksites are required to participate in CTR and 32 worksites participate voluntarily.

Figure B-7, below, shows the commute choices made by employees at Thurston County worksites participating since 1993. Between 2001 and 2003, these worksites lost ground in the numbers of people riding the bus and carpooling. However, these declines were somewhat offset by the increased numbers of people cycling, walking, and vanpooling to work. As a result, more trips were reduced than in 2001 and the county experienced only a small increase in the rate at which people drive alone to work.

Funding and expenditures

For July 1, 2001–June 30, 2003, the state allocated \$243,649 to support worksites, with another \$40,039 allocated based on past performance. Approximately \$600 per worksite has been expended on program elements that are required by the CTR legislation—the lowest administrative cost of any of the participating counties.

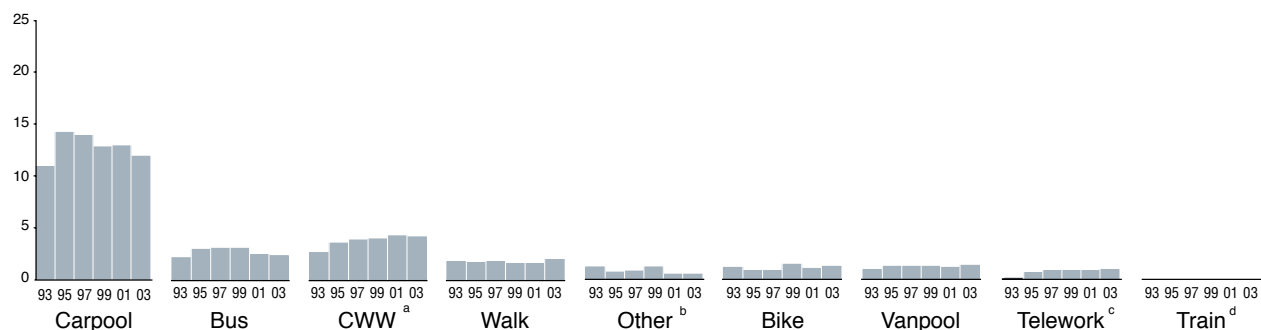
Funding is expended in several categories according to program guidelines, as indicated below. In general, administrative costs reflect those elements that are required by law; the other categories include employer services that encourage the continued participation of affected and voluntary sites. The county tracks program expenditures at a more detailed level on a monthly and quarterly basis.

Thurston County's expenditures of state funds by category

July 1, 2001–June 30, 2003

Administration	Training	Support and Services	Other
35.8%	8.9%	49.7%	5.6%

Figure B-7 Thurston County commute choices (other than driving alone)
made by employees at the original 50 worksites



^{a,b,c,d}See notes to Figure B-1.

Activities and support

The CTR Program is supported by a network of partners that include unincorporated Thurston County; the cities of Lacey, Olympia, Tumwater, and Yelm; Intercity Transit; General Administration; Thurston Regional Planning Council; Shea/Parametrix; and WSDOT staff. In cooperation, these entities provide:

Administration

- Records maintenance
- Exemptions and modifications
- New site notifications
- Enforcement

Employer Support

- Program development/enhancement consultation
- Annual report review/site visits
- Survey administration, processing, and review
- ETC training
- ETC networking
- Action plans for struggling worksites
- thurstoncommutes.org web site development and maintenance

Management Support

- CEO Awareness Campaign

Marketing and Promotions

- RideShare Week
- Smart Moves
- Mode of the Month
- Bicycle Commuter Contest

Improvement opportunities

The jurisdictions and their partners have spent a significant amount of time strategizing ways to increase effectiveness of the program even as state funding declines. Over time, it has become increasingly difficult to maintain the trips reduced since the programs' inception, let alone remove additional trips. Some strategies to increase effectiveness are being implemented in the current biennium, including:

1. Focusing on sites along high-density corridors, and in clusters, where commute services are more available and efficiencies can be realized.
2. Creating a Regional Policy Team to discuss matters of regional importance, including land use, parking management, and local policy alignment.
3. Continuing work with employers that aren't making progress to develop site-specific strategic plans to reduce drive-alone commuting.

Whatcom County

WSDOT contracts directly with Whatcom Council of Governments (WCOG) on behalf of Whatcom County and the City of Bellingham. Through interlocal agreements with each of the jurisdictions, WCOG is responsible for all elements of program administration.

Whatcom is a rural county containing one medium-sized city and a few small towns. The distances between its neighborhoods, parks, workplaces, and schools, the widths of its streets, and the posted speed limits have changed very little for decades, making Whatcom County an attractive area for walking and bicycling. Many of our employers have invested in facilities and incentives for walking and cycling. As a result, Whatcom walking and cycling mode splits are among the highest in the state.

The same characteristics make it a challenge to promote bus riding and vanpooling. Away from Western Washington University, commuters to CTR worksites have no bus service or face lengthy travel times that only the transit-dependent will accept. The county's isolation from other urban areas means that few commuters travel from outside the area: travel times and distances are too short to make vanpooling attractive.

Performance

In Whatcom County, the value of CTR goes beyond the trip reduction that it produces in the present. We see the program in terms of what it can do for our future. Our population is projected to grow by 42,000 in the next 20 years. To preserve what we find attractive about our community, our transportation system must evolve into a truly multi-modal system, where walking, bicycling, transit, and personal vehicles are all realistic travel options. CTR is one of the tools that the county is using in that evolution.

CTR services educate Whatcom County citizens about our changing transportation system. CTR also helps remove barriers that prevent people from walking, bicycling, ridesharing, and riding transit.

By increasing the number and visibility of people commuting to work without driving alone, CTR strengthens the commitment of local government to a multi-modal system. Elected officials, planners, and engineers are reassured that we're headed in the right direction with our vision of a multi-modal system when they see that it is acceptable to the people who live here.



There are 26 CTR worksites in Whatcom County.

Table B-8, below, shows the performance of worksites that have been in Whatcom County's program since 1997.¹² In 2003, employees at Whatcom County worksites participating in the CTR Program within since 1997 made 384 fewer vehicle trips each weekday morning and eliminated 1.9 million miles of vehicle travel for the year.

Table B-8 CTR performance in Whatcom County
19 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	—	—	—
1995	—	—	—
1997	76.8	—	—
1999	72.9	209	1.0
2001	71.9	318	1.6
2003	70.7	384	1.9

* VMT refers to vehicle miles traveled.

Figure B-8, below, shows the commute choices made by employees at the worksites participating in CTR since 1997. Whatcom County has the highest share of cycling commuters in the state (5 percent of all commute trips) and it also has one of the highest percentages of walkers.

Funding and expenditures

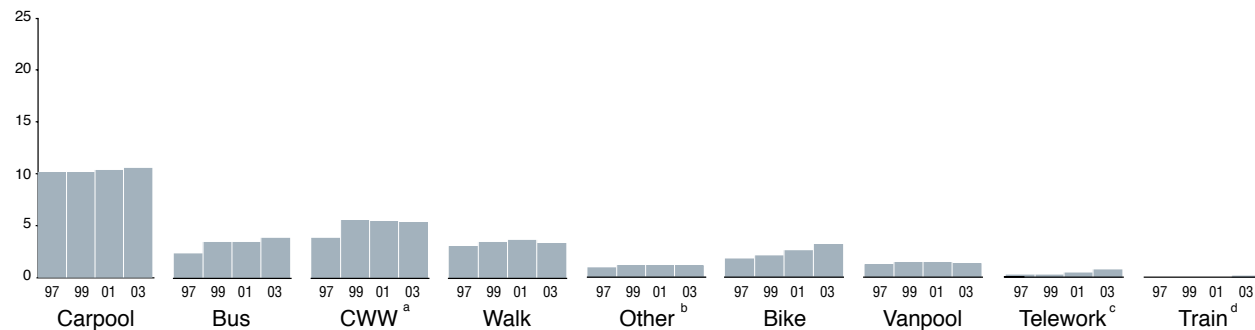
The Whatcom County program consists of one full-time position at the Whatcom Council of Governments and \$32,000 per year in related services provided to employers. State funds support approximately half of the full-time position and none of the services. (Expenditures of state funds are summarized below.) Local funds pay the remaining costs. For July 1, 2001–June 30, 2003, the state allocated \$160,000 in base funding to support CTR in Whatcom County, with another \$9,204 allocated based on past performance.

Transit pass is a hit at Western Washington University

Western Washington University has become one of the state's premier smart commuting organizations. The University introduced the Viking Xpress Bus Pass program which provides members of the WWU community with unlimited travel on any Whatcom Transit bus for a mere \$15 per academic quarter. The results? A 57 percent reduction in drive-alone rates.

Figure B-8 Whatcom County commute choices (other than driving alone)

made by employees at the original 19 worksites



^{a,b,c,d}See notes to Figure B-1.

^eSee Appendix B, note 3.

Whatcom County's expenditures of state funds by category*July 1, 2001–June 30, 2003*

Administration	Training	Support and Services	Other
2.9%	0.0%	97.1%	0.0%

Transportation and land use planning

Currently, there is no formal role for CTR in county transportation and land use planning. The CTR Program manager has contributed to the regional Whatcom Transportation Plan and is working with the county planning director to explore the possibility of investing mitigation funds for development in the CTR Program.

Activities and support

WCOG offers services free of charge to employers participating in CTR. Services include communications and marketing support, bus passes, rideshare parking signs and permits, and employee transportation maps.

WCOG also offers turnkey services directly to employees, including Guaranteed Ride Home and the Smart Commuter program, which provides individuals with discounts at local merchants and community recognition. Worksite coordinators receive assistance with these services and subsidized training opportunities at statewide Washington State Ridesharing Organization workshops.

These services:

- increase the effectiveness of worksite programs
- centralize expensive or complex program elements
- assist Employee Transportation Coordinators and make their tasks achievable and rewarding
- help employers experience immediate benefits of a worksite program, and, in so doing, persuade them of the value of long-term investments

Improvement opportunities

The free services and benefits that WCOG offers to CTR employers are popular with Whatcom County citizens. The WCOG office receives a steady stream of inquiries about these benefits and services from people unfamiliar with the program. It is difficult for them to understand that the benefits and services are available only to a select audience.

WCOG services also regularly attract the attention of employers who are too small to be affected by the CTR law. Some are attracted by the benefits and services. Others want to support a program that promotes transportation choices in the community. Neither type of employer are good fits for the CTR Program as it currently exists.

However, making a couple of program changes could overcome these difficulties: first, expanding CTR benefits to make them available to everyone in Whatcom County; and second, creating a voluntary employer program with less regulatory structure. Program costs would increase, but the result would be greater trip reduction throughout the community.

These strategies have been under consideration by WCOG staff for a long time. For the first time, there are real possibilities for funding and partners interested in implementing these program changes.

Yakima County

WSDOT contracts directly with Yakima Valley Conference of Governments on behalf of Yakima County and the cities of Selah, Toppenish, Union Gap, and Yakima. Through interlocal agreements with each of the jurisdictions, the Yakima Valley Conference of Governments administers all elements of the program.

Four factors limit the performance of the CTR Program in Yakima County: low population density, limited public transportation service, abundant free parking, and the types of employers involved in the CTR Program and their relatively low number of employees.

With only 51.8 persons per square mile, Yakima has the lowest population density of all of the CTR-affected counties. The 226,000 total Yakima County residents are scattered throughout the area with only 35 percent in the City of Yakima. The county's cities and towns are located along highway corridors stretching 100 miles from north to south. This makes it difficult to provide attractive transportation alternatives to driving alone. Only half of the worksites have access to public transportation fixed-route service.

The City of Yakima provides fixed route transit service and vanpooling. The fixed route service, called Yakima Transit, is confined to the city boundaries. Of the ten CTR worksites located in the City of Yakima, half are served by two transit routes and half by only one route.

For most of the CTR worksites, parking is free and abundant. Only Yakima's City Hall and Yakima County's Courthouse are located in areas where there are parking charges, and only the Courthouse charges a parking fee for employees to park in their parking lots. However, persons can still find free parking within three blocks of the City Hall and the Courthouse. Charging parking fees at most worksites would likely result in shifting the vehicles from parking lots to the free public on-street parking.

It is also important to note the types of CTR worksites that are in Yakima County and the generally low numbers of employees at these worksites.

Thirteen of the employers are government agencies with numbers of employees ranging from 22 to 750. Many of the larger local and state agencies have had success with offering alternative work schedules. Three of the employers are medical centers with employment ranging from 279 to 1,100. Three are private manufacturers with employment ranging from 184 to 318. Three are food processing plants with employment ranging from 255 to 582. The smaller sized employers have found it difficult to organize carpools, vanpools, and offer alternative work schedules.



There are 22 CTR worksites in Yakima County.

Success outside of urban area for Irwin Research

Located on the northern fringes of the Yakima City boundary, it would seem that Irwin Research had few options for reducing drive-alone trips. Their survey results show otherwise. The company provides on-site day care and has lunch wagons that visit daily. Flex schedules are implemented and the company offers direct deposit for payroll. The result? Irwin Research reduced the number of miles employees travel for commuting by over 21 percent.

Performance

Table B-9, below, shows the performance of worksites that have been in Yakima's County's program since 1993.¹³

Table B-9 CTR performance in Yakima County

18 sites with data since 1993

Year	Percent of Trips Driven Alone	Reductions	
		Daily Vehicle Trips	Annual VMT* (in millions)
1993	83.8	—	—
1995	80.9	91	0.4
1997	75.0	153	1.0
1999	74.6	172	0.7
2001	75.7	296	1.4
2003	79.6	113	0.5

* VMT refers to vehicle miles traveled.

In 2003, employees at Yakima County worksites participating in the CTR Program since 1993 made 113 fewer vehicle trips each weekday morning and eliminated 0.5 million miles of vehicle travel.

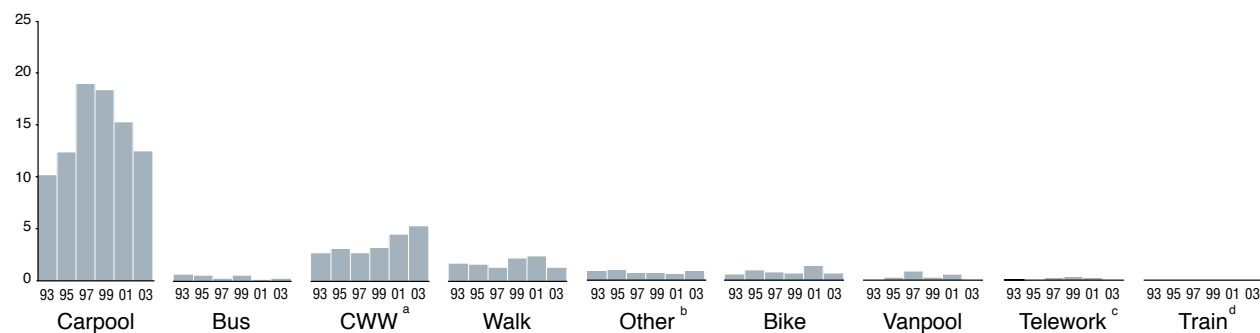
The county's dominant alternative mode has been carpooling, as seen in Figure B-9 below. Yakima County has the state's largest proportion of compressed workweeks. Between 2001 and 2003, the county's transit share increased significantly, but not enough to offset the increase in the drive-alone rate.

Funding and expenditures

State funds support approximately 1.1 full-time positions at the Yakima Valley Conference of Governments. For July 1, 2001–June 30, 2003, Yakima County received \$160,000 in state funding to support worksites, with another \$9,204 allocated based on past performance. State funds are used to develop employer services, help develop programs and review them, train employers and conduct marketing and outreach. (Expenditures of state funds are summarized below.)

Figure B-9 Yakima County commute choices (other than driving alone)

made by employees at the original 18 worksites



^{a,b,c,d}See notes to Figure B-1.

¹³See Appendix B, note 13.

Yakima County's expenditures of state funds by category*July 1, 2001–June 30, 2003*

Administration	Training	Support and Services	Other
27.2%	0.0%	71.3%	1.4%

Transportation and land use planning

The CTR Program is identified within the local land use and transportation plans developed by the cities, county, RTPO, MPO, and WSDOT.

Activities and support

The Yakima Valley Conference of Governments currently provides the following support for CTR in the county:

Employer outreach and services

- Reviewing CTR programs during monthly visits with Employee Transportation Coordinators and during annual visits with chief executive officers
- Providing a Guaranteed Ride Home Program
- Maintaining a local CTR resource center, including web pages within the YVCOG's web site, writing newsletter articles, developing and distributing brochures and other information
- Providing ongoing support through letters, email, and telephone

Employer training

- Organizing the two-day basic training course for Employee Transportation Coordinators (conducted by state representatives)
- Organizing a half-day workshop on the CTR survey (the course is conducted by state representatives)
- Organizing and facilitating networking meetings for Employee Transportation Coordinators, which encourages sharing of ideas

Technical services

- Providing GIS mapping of employee origins and destinations
- Assisting worksites in conducting their CTR surveys and in analyzing the results
- Distributing CTR progress report forms annually and assisting in filling out reports

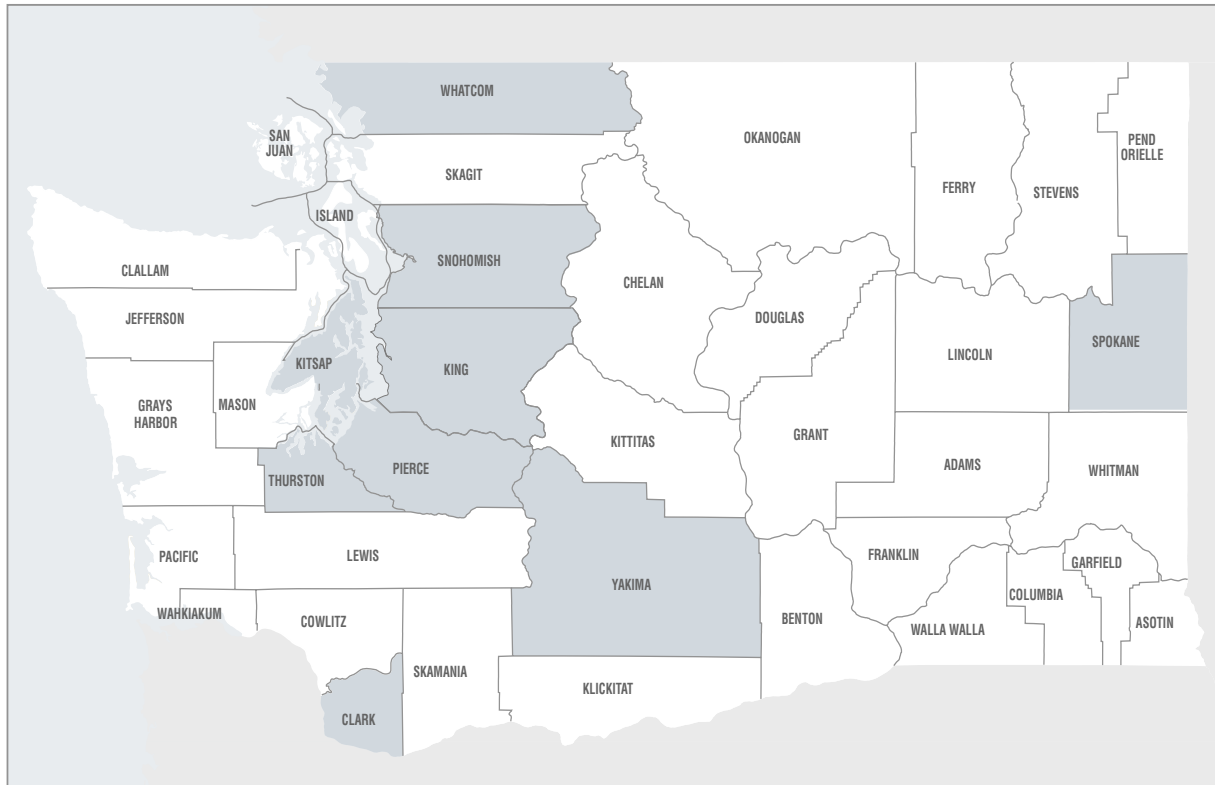
Promotional services and campaigns

- Providing a free, computerized employee ride-matching service and contacting applicants personally
- Presenting CTR information at fairs and other events
- Offering employers two turn-key promotional campaigns each year, coordinating with Yakima Transit to promote campaigns.

Improvement opportunities

To reduce trips to the CTR-affected worksites in the future, the Yakima Valley Conference of Governments is considering the following strategies:

- Extending bus service to Selah and Union Gap. The YVCOG plans to request a CTR performance grant to fund a demonstration program extending service to the Selah and Union Gap worksites. This would make public transportation available to five more CTR worksites.
- Promoting Yakima Transit's service. This summer Yakima Transit greatly improved their routes, making the bus more competitive with the automobile. We'll educate CTR-affected employees about the improvements and encourage them to try transit.
- Promoting vanpooling. The City of Yakima recently purchased additional vans. We've already begun encouraging worksites to form vanpools.
- Promoting walking or biking to work. We will work with the affected employers (the county's largest employers are medical centers) to encourage increased physical activity, using statistics from the nationwide crisis on obesity.
- Promoting carpools. The YVCOG has a computerized ride-matching program that has been underutilized in the past. An attractive ride-match brochure was recently created and provided to CTR worksites to create interest in this service.

Figure B-10 Counties and cities participating in the CTR Program**Clark County**

Camas
Vancouver
Washougal

King County

Algona
Auburn
Bellevue
Bothell
Burien
Des Moines
Enumclaw
Federal Way
Issaquah
Kent
Kirkland
Mercer Island
Redmond
Renton
SeaTac
Tukwila
Seattle
Shoreline
Snoqualmie
Woodinville

Kitsap County

Bainbridge Island
Bremerton
Port Orchard
Poulsbo

Pierce County

Buckley
DuPont
Fife
Gig Harbor
Lakewood
Puyallup
Steilacoom
Sumner
Tacoma
University Place

Snohomish County

Arlington
Bothell
Edmonds
Everett
Lynnwood
Mountlake Terrace
Mukilteo
Monroe
Marysville

Spokane County

Airway Heights
Cheney
Liberty Lake
Medical Lake
Spokane
Spokane Valley

Thurston County

Lacey
Olympia
Tumwater
Yelm

Whatcom County

Bellingham
Blaine
Ferndale

Yakima County

Selah
Toppenish
Union Gap
Wapato
Yakima

Appendix C

Valuing the Congestion Benefits of the CTR Program in the Puget Sound Region

In the Puget Sound region, employees at CTR worksites are making nearly 13,500 fewer commute vehicle trips on the region's roads each morning than when the CTR Program began.¹ This represents 1.0 percent of the peak morning trips in the region and 1.4 percent of the morning vehicle miles traveled. Based on modeling by the Puget Sound Regional Council (PSRC), if these vehicle trips were added back onto the region's roadways, delay would increase by 6.3 percent, or by 719,000 hours annually.²

The *2003 Annual Urban Mobility Report* published by the Texas Transportation Institute (TTI) estimates the levels of congestion on roadways in major metropolitan areas throughout the country. The 2003 Report uses a new and preliminary methodology to estimate the delay reduction from five congestion remedies (ramp metering, incident management, signal coordination, public transportation, and high occupancy vehicle lanes) in the cities where they are being used, including most of the Puget Sound Region. The CTR Task Force recognizes that TTI's analysis techniques are experimental but believes that this study provides a context for understanding the significance and value of reducing 719,000 hours of travel delay.

Tim Lomax, TTI Research Engineer and the report's lead author, used the TTI analysis methodology with data on CTR worksites. TTI estimates that the total (morning and evening) annual delay reduction in 2003 for changes in commute choices at CTR sites to be 1.84 million hours and values the savings at \$24 million each year. In addition, fuel savings from less stop-and-go traffic amounts to an estimated 3.6 million gallons, worth more than \$5.8 million per year.³

Table C-1 presents the results of TTI's analysis of the five congestion remedies for 2001. The CTR Task Force has added the 2001 delay reduction from CTR worksites to this table to highlight the significance that changes in employee commuting can play as part of a delay reduction strategy. The CTR Task Force is committed to working with TTI and other organizations to refine and improve the analysis of CTR data for future presentations.

¹This number is in comparison to the statewide effects, where employees commuting to worksites participating in the CTR Program made nearly 19,000 fewer vehicle trips each weekday morning in 2003.

²Delay would increase out of proportion to the number of trips because many of the trips would be made through already congested roads or choke points. Additional vehicle trips in congested areas penalize everyone by slowing average travel speeds and lengthening the congested periods.

³These savings are in addition to the 5 million gallons saved by not making the 13,480 vehicle trips in the region (part of the 6 million gallons saved by all CTR worksites discussed in the main body of this report).

Table C-1 Preliminary estimates of reductions in delay from different strategies in the Puget Sound Region, 2001*In thousands of hours per year*

Operational Strategies				Public Transportation		CTR
	Ramp Metering	Incident Management	Signal Coordination	Public Transp.	HOV	CTR
Est. annual savings in delay	2,355 ^{a,b}	900 ^{a,b}	350 ^{a,b}	29,690 ^{b,c}	975 ^{b,c}	1,677 ^{c,d}

Source: Texas Transportation Institute, 2003, with additional calculations for CTR conducted by the Puget Sound Regional Council and the WSDOT Public Transportation and Commute Options Office. These results should be considered as preliminary, as they are developed from an experimental methodology. The relative magnitudes of the delay reductions estimated for the different strategies can be compared, but they should not be added together. For additional information see the 2003 Urban Mobility Study in particular pages 51–58 and Table A-6.

^a Estimated effect of applying the strategy to levels of traffic congestion that existed in 2001.

^b For King, Pierce, and Snohomish counties.

^c Estimated effect of adding vehicle trips back into the transportation system.

^d For King, Pierce, Snohomish, and Kitsap counties. For consistency with the other estimates in the table, the delay reduction estimated for CTR in this table is what PSRC estimated for the CTR Program in 2001. The delay savings estimated for 2003 is the 1,841 thousand hours per year discussed in the text of this Appendix. Although employees at worksites in the CTR Program have increased their use of public transportation, using transit is only one choice employees are making more frequently. Therefore, the lead author of the TTI study believes that almost all of the delay reduction estimated for the CTR Program is in addition to the reductions estimated for public transportation and HOV in this table.